

County of San Diego



CAO Proposed Operational Plan Fiscal Years 2003-2004 & 2004-2005



Board of Supervisors:
Greg Cox, District One
Dianne Jacob, District Two
Pam Slater, District Three
Ron Roberts, District Four
Bill Horn, District Five

Chief Administrative Officer:
Walter F. Ekard
Chief Financial Officer / Auditor & Controller:
William J. Kelly



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**San Diego County
California**

For the Biennium Beginning
July 1, 2002

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **San Diego County, California** for its biennial budget for the biennium beginning **July 1, 2002**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as operations guide, as a financial plan, and as a communication device.

This award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Contents



County of San Diego

Board of Supervisors	3
Message from the Chief Administrative Officer	5
Organizational Chart	6
Excellence in Governing	8
San Diego County Profile	12
Understanding the Operational Plan	14
All Funds: Total Appropriations	18
All Funds: Total Staffing	25
All Funds: Total Revenues	28
Summary of General Fund Financing Sources	32
General Purpose Revenues	35
Capital Projects	39
Projected Reserves and Resources	40
Long- and Short-Term Financial Obligations	41
Credit Rating and Bonding Program	42
Financial Planning Calendar	44
Summary Of Related Laws, Policies, and Procedures	45

Public Safety Group

Public Safety Group Summary & Executive Office	49
District Attorney	55
Sheriff	63
Alternate Public Defender	71
Child Support Services	75
Citizens' Law Enforcement Review Board	81
Office of Emergency Services	85
Medical Examiner	89
Probation	93
Public Defender	101
San Diego County Grand Jury	105

Health and Human Services Agency

Health and Human Services Agency Summary	109
Illness Prevention and Independence	113
Self Sufficiency and Personal Responsibility	121
Safe Communities	127
Healthy Communities	135
Healthy Behavior and Lifestyles	143
Administrative Support	149



Land Use and Environment Group

Land Use and Environment Group Summary/Executive Office	159
San Diego Geographic Information Source (SanGIS)	167
Trade and Business Development	171
Agriculture Weights & Measures	175
Air Pollution Control District	181
Environmental Health	187
Farm and Home Advisor	193
Parks and Recreation	199
Planning and Land Use	207
Public Works	215

Community Services Group

Community Services Group Summary & Executive Office	225
Animal Services	233
County Library	237
General Services	243
Housing and Community Development	251
Purchasing and Contracting	255
San Diego County Redevelopment Agency	261
Registrar of Voters	265

Finance and General Government Group

Finance and General Government Group & Executive Office	271
Board of Supervisors	279
Assessor/Recorder/County Clerk	283
Treasurer-Tax Collector	287
Chief Administrative Office	291
Auditor and Controller	297
County Technology Office	303
Civil Service Commission	307
Clerk of the Board of Supervisors	311
County Counsel	315
San Diego County Grand Jury	321
Human Resources	325
Media and Public Relations	331
County Administration Center Major Maintenance	335



Capital Program	Capital Program Summary	339
	Capital Outlay Fund	342
	Justice Facility Construction Fund	347
	County Health Complex Fund	350
	Edgemoor Development Fund	351
	Library Projects COF	352
	Outstanding Capital Projects By Group/Agency	353
Finance-Other	Finance-Other	363
Appendix	Appropriations by Fund	369
	Glossary of Budget Terms	381



County of San Diego

County of San Diego

.....
Board of Supervisors
.....

Message from the Chief Administrative Officer
.....

Organizational Chart
.....

Excellence in Governing
.....

San Diego County Profile
.....

Understanding the Operational Plan
.....

All Funds: Total Appropriations
.....

All Funds: Total Staffing
.....

All Funds: Total Revenues
.....

Summary of General Fund Financing Sources
.....

General Purpose Revenues
.....

Capital Projects
.....

Projected Reserves and Resources
.....

Long- and Short-Term Financial Obligations
.....

Credit Rating and Bonding Program
.....

Financial Planning Calendar
.....

Summary Of Related Laws, Policies, and Procedures
.....

Board of Supervisors

Greg Cox
District 1
Chair



Dianne Jacob
District 2
Vice Chair



Pam Slater District 3



Ron Roberts District 4



Bill Horn District 5



Message from the Chief Administrative Officer



During the past few years, the County of San Diego's commitment to both fiscal discipline and continuous improvement has resulted in an organization that local citizens can be proud of. San Diego County government is fiscally-sound, offers innovative, high-quality services that are responsive to residents' needs and has been recognized repeatedly for management excellence. This commitment to discipline and improvement will be more important than ever in the coming years, as our organization faces the significant challenges posed by California's state budget crisis and the increasing need for homeland defense planning, within the context of an uncertain economy.

During Fiscal Years 2003-2005, our focus will be on maintaining the core County services needed by area citizens, with revenues that we expect will be significantly reduced by State funding cuts and a slowed economy that has not kept pace with rising business costs. Knowing that these conditions have been on the horizon, our organization has been planning for reductions for the past year. Using the principles set forth in our General Management System, we have worked diligently to prepare and we are committed to managing the anticipated reductions in a way that minimizes their impact on customers and employees as much as possible.

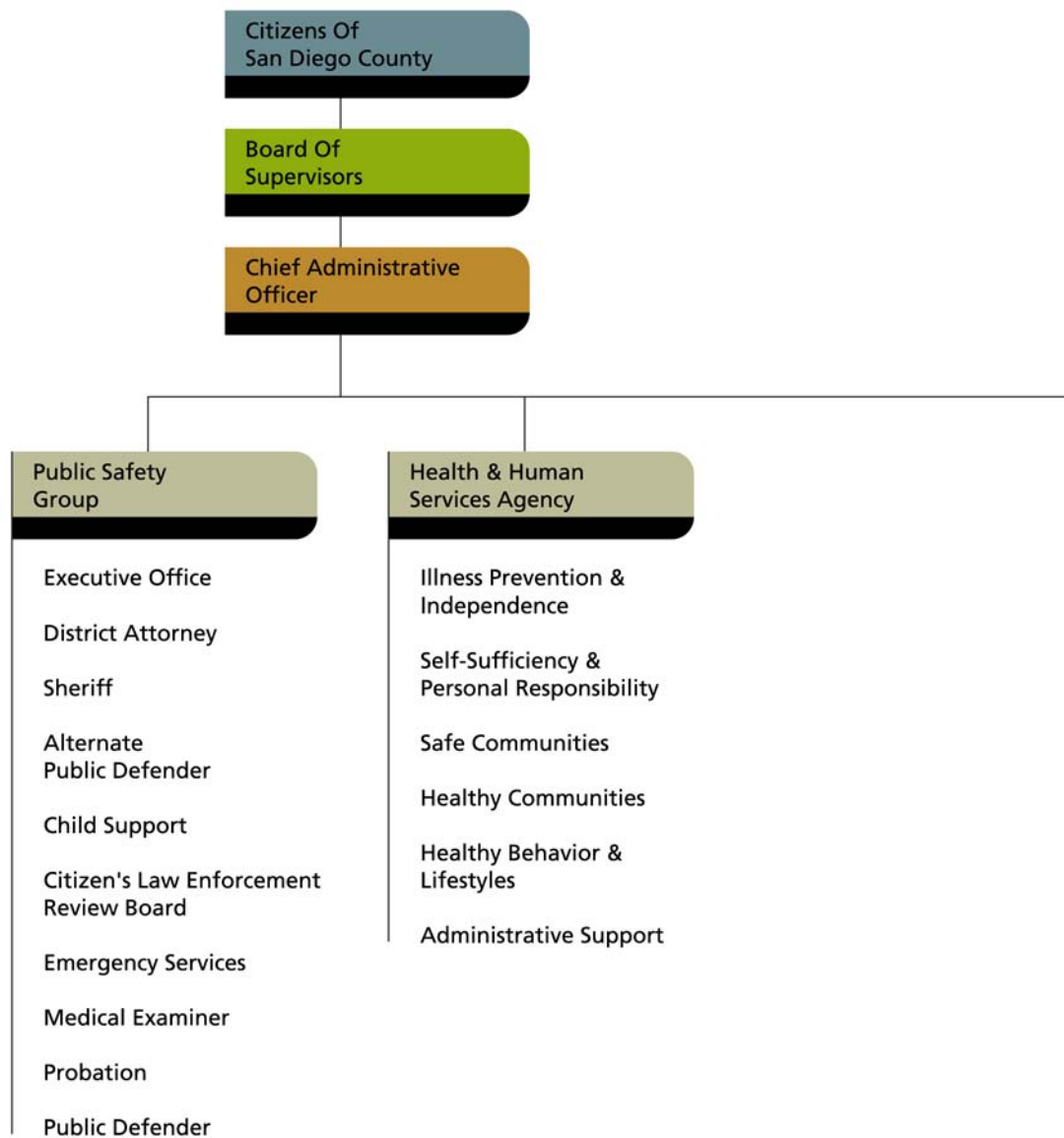
Even though we are forced to reduce a number of services and programs to balance State funding cuts, it should be noted that San Diego County government will still offer needed services to millions of area residents - services that improve opportunities for kids, protect the environment and promote safe and livable communities. These are the priorities established by the Board of Supervisors in the County's Strategic Plan. This Operational Plan takes those broad initiatives and translates them into action.

As we plan for the next two years, we will closely monitor the State's budget deliberations and will work aggressively to protect revenues for local services. And we will continue to emphasize process improvements and innovation. Now, more than ever, we need to be as creative and efficient as possible. With a solid foundation and a strong team in place, I am confident that the County of San Diego is among the best-prepared organizations in the State to manage the financial challenges we are certain to face for the next several years, while still providing vital services to citizens.

A handwritten signature in black ink that reads "Walter Ekard". The signature is fluid and cursive.

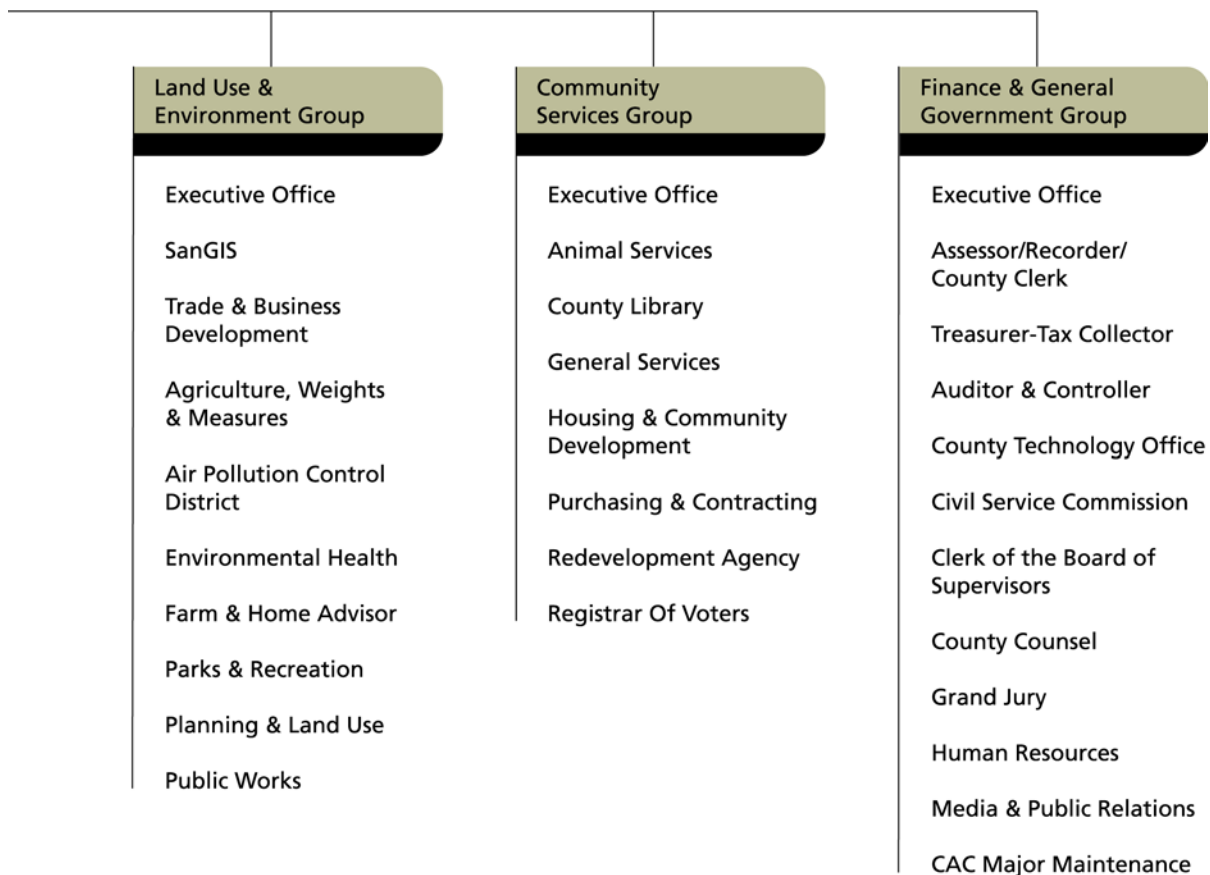
Walter F. Ekard, Chief Administrative Officer

Organizational Chart





Organizational Chart



Excellence in Governing

Mission:

To provide the residents of San Diego County with superior County services in terms of quality, timeliness and value...in order to improve the region's Quality of Life.

Vision:

A County Government that has earned the respect and support of its residents.

San Diego County Applauded by Taxpayer Group

The San Diego County Taxpayers Association recognized the County of San Diego's excellence in governing by awarding the 2003 Grand Golden Watchdog Award to the County for its General Management System. Under that system, the County has kept to a balanced budget, established prudent reserves, and invested in its infrastructure, equipment, and employees.

Since the Board of Supervisors adopted the system in 1998, "neither the board nor county staff has wavered in their commitment to setting specific goals and applying strong management principles to ensure efficient use of resources," according to the Taxpayer's Association.

Recognitions of Excellence

Other recent recognitions of excellence received by San Diego County highlight the County's progress in meeting its strategic goals, and include:

Strategic Initiative - Improving Opportunities for Kids

- San Pasqual Academy - a state-of-the-art residential education campus for foster care youth.
 - National Association of Counties (NACo) - *2002 Caucus Courthouse Award*.
 - California State Association of Counties (CSAC) - *2002 Challenge Award*.
 - California Community Partnership Award - *2002 Cities, Counties, and Schools Partnership Award*.
- EmpowerSD - an interactive website, using Geographic Information Source (GIS) technology, facilitating self-sufficiency for families with children.
 - California Geographic Information Association - *2002 Internet Award*.
 - Center for Digital Government - *2002 "Best of Web" Honorable Mention from the Center for Digital Government*.

- Environmental Systems Research Institute (ESRI) 2003 Health and Human Services International Users Conference - *CEO's Vision Award*.

Recognition of other programs supporting the Kids Initiative

- California State Association of Counties (CSAC) - *2002 Honorable Mention for:*
 - Breaking Cycles Program.
 - San Diego Child Support Information and Referral Phone Center.
 - Juvenile Court Website.
- NACo - *2002 Achievement Awards*
 - Child Assessment Network-North.
 - Border Project to Reduce Teen and Binge Drinking.

Strategic Initiative - Protect the Environment

- Multiple Species Conservation Program (MSCP) - a 50 year plan and multi-agency cooperative effort established by the Board of Supervisors to protect parks and open space in the County.
 - NACo - *2002 Achievement Award*.
- Stormwater Cleanup Efforts - establishing best management practices for public and private measures initiated to reduce pollution into stormwater.
 - NACo - *2002 Achievement Award*.
- Project Clean Water - a stakeholder-driven approach to developing and implementing consensus strategies for protecting our environment and economy.
 - California Conference of Directors of Environmental Health - *Excellence in Environmental Health Award*.
- Pollution Prevention - Department of Environmental Health's work and effort in pollution prevention.
 - California Environmental Protection Agency,



- Department of Toxic Substances Control - *National Pollution Prevention Week 2002 Award.*
- **Beach Water Quality** - monitoring of coastal recreational waters for elevated bacteria levels that may be potentially dangerous to the public. In partnership with non-profits, first County in the nation to post beach status data on a single web page.
 - NACo - *2002 Achievement Award.*
 - California Environmental Protection Agency - *Certificate of Recognition.*
- **Energy Management Program** - efficient energy savings program in County facilities.
 - NACo - *2002 Achievement Award.*
 - CSAC - *Honorable Mention.*

Other recognition for programs supporting the Environment Initiative

- **Annual Day Zero Pacific Crest Trail - Kickoff Award** for Lake Morena Park's participation in event.
- **California Conservation Corps (CCC)- 2002 Recognition** - for continuing sponsorship and support of the CCC.
- **Southern California & Nevada (SCAN)- National Association of Telecommunications Officers Assn (NATOA) Chapter - First Place "Star" Award for Best Talk Show** for County Television Network's (CTN) "Update San Diego: Otay Valley Regional Park with Supervisor Greg Cox."
- **San Diego Gas & Electric (SDG&E) - 2002 Recognition** for the continued support of SDG&E's demand response program and ongoing commitment to energy conservation and reliability.
- **California Preservation Foundation (CPF) - 2002 Preservation Design Award** for the County Administration Center Master Plan.

Strategic Initiative - Promoting Safe & Livable Communities

- **Proposition 36 - Substance Abuse & Crime Prevention Act Program** - over 3,300 people have been admitted to treatment under Prop. 36 since it became effective on July 1, 2001. This program has been operated using only State revenues.
 - **San Diego County Taxpayer's Association - 2003 Golden Watchdog Finalist.**
- **Job Placement for San Diego's CalWORKs population** - collaborative effort with local businesses, chambers of commerce, and economic development councils.
 - **California Technology Trade and Commerce - Investment Fund Certificate of Recognition.**
- **Mental Health** - first California County to implement initiate a recovery-based disease management project for the treatment of schizophrenia, based on the successful Texas Medication Algorithm Project.
 - **President's New Freedom Commission on Mental Health - Citation.**
- **County Library Books-by-Mail Program** - a library service to homebound County residents.
 - **American Library Association - 2003 Bessie Boehm Moore-Thorndike Press Award.**
 - **CSAC - 2002 Merit Award Winner.**

Other recognition for programs that promote the Safe and Livable Communities Initiative

- **International Economic Development Council - Honorable Mention** for "Business is Great on Route 78" Video.
- **American Society on Aging - 2003 Health Care & Aging Award** for:
 - Feeling Fit Club Program.
 - Trilogy for Network of Care Website (co-recipient).



- **California Chip Seal Association - 2002 Award of Excellence in Contracting** for the Borrego Springs chip seal.
 - **National Association of Telecommunications Officers Assn. (NATOA) - First Place Award - Public Safety Category** for County Television Network's (CTN) "County Chronicles - County Crime Scene Investigators (CSI)."
 - **Arc of San Diego - 2002 Community Partnership Award** for contracting with developmentally disabled workers to provide maintenance services at road stations.
 - **American Public Works Association - 2002 Honorable Mention** for Ramona Airport Runway Extension.
 - **California Emergency Services Association -Platinum Award** for contributions to the field of emergency management.
 - **NACo - 2002 Achievement Awards** for:
 - Homeless Court Program.
 - Dependency Court Recovery Project.
 - Spay/Neuter Incentive Program (SNIP).
 - **National Association of Drug Court Professionals and the National Drug Court Institute Honors** for the Nations First "Unified" Mentor Court Site.
 - **CSAC - 2002 Honorable Mention** for:
 - South Region's Partnership with Public's Health community outreach.
 - Domestic Violence Response Team.
 - Bridging the Digital Divide by working with the San Diego Futures Foundation to help bring technology to many underserved communities in the County.
 - Service Ratings for Poll Workers.
- Operational Excellence Awards**
- **2002 Government Performance Project Award** - San Diego County ranked among the top four counties in the nation-and number one in California-in a study of government performance conducted by the Maxwell School of Citizenship and Public Affairs at Syracuse University in conjunction with Governing Magazine.
 - **Customer Service Center** - comprehensive, pro-active program that measures customer satisfaction with County Services.
 - **NACo - 2002 Achievement Award.**
 - **CSAC - 2002 Honorable Mention.**
 - **Tobacco Settlement Revenues Securitization**
 - **CSAC - 2002 Honorable Mention.**
 - **NACo - 2002 Achievement Award - Best of Category/ Fiscal Management.**
 - **Comprehensive Annual Financial Report (CAFR)** - the County's Financial Statement.
 - **Government Finance Officers Association of the United States and Canada - Certificate of Achievement for Excellence in Financial Reporting.**
 - **State of California - Office of Controller - Award for Achieving Excellence in Financial Reports.**
 - **Purchasing and Contracting** - Business processes and technology enhancements.
 - **American Purchasing Institute - Achievement in Excellence in Procurement Award.**
 - **California Association of Public Purchasing Officials - Achievement in Excellence Procurement Award.**
- Other recognition - Operational Excellence**
- **Government Finance Officers Association of the United States and Canada - Distinguished Budget Presentation Award** for the 2002-03 & 2003-2004 Operational Plan.
 - **NACo -2002 Achievement Award - Best of Category/ Personnel, Training, Benefits** - Clerical Career Ladder - Environmental Health Professionals.



-
- **Public Relations Society of America (PRSA)/San Diego Chapter - *Second Place “Silver Bernays” Award*** for the CTN's internal employee video “San Diego County's ERP-Enterprise Resource Planning”.
 - **California Public Defenders Association - 2003 *Program of the Year Award*** for employing an innovative case management system, the Justice Case Activity Tracking System (JCATS).
 - **NACo - 2002 *Achievement Award*** for Public Agencies Can Compete Successfully (Revenue & Recovery).
 - **CSAC - 2002 *Honorable Mention*** for:
 - Local Branch and Inter/Intranet Services (Assessor/Recorder/Clerk).
 - Increased Efficiency in Debt Collection.

Additionally, San Diego County has been professionally recognized as a national leader in several publications including:

- Governing Magazine, April 2003 for successfully listing pension obligation bonds on the New York Stock Exchange in October 2002.
- The Society for Human Resource Management's March 2003 issue of their HR Magazine for the reorganization of the County Human Resources Department.
- The Public Personnel Management Journal of the International Personnel Management Association in late 2002, for the County's development of a Leadership Academy.

San Diego County Profile

County History & Geography

San Diego County became the first of California's original 27 counties on February 18, 1850, shortly after California became the 31st State in the Union. At the time of its creation, San Diego County comprised much of the southern section of California. The original County boundaries included San Diego, along with portions of what are now Imperial, Riverside, San Bernardino, and Inyo counties.

The territory of nearly 40,000 square miles was reduced until 1907, when the present boundaries were established. Today, San Diego County covers 4,255 square miles, extending 70 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern border.

Juan Rodriguez Cabrillo discovered the region that eventually became San Diego on September 20, 1542. Although he named the area San Miguel, it was renamed 60 years later by Spaniard Don Sebastian Vizcaino. He chose the name San Diego in honor of his flagship and his favorite saint, San Diego de Alcala.

San Diego County enjoys a wide variety of climate and terrain, from coastal plains and fertile inland valleys to mountain ranges and the Anza-Borrego Desert in the east. The Cleveland National Forest occupies much of the interior portion of the County. The climate is equable in the coastal and valley regions where most resources and population are located. The average annual rainfall is 10 inches, so the County is highly reliant on imported water.

County Population

San Diego County is the southernmost major metropolitan area in the State of California. The County population in January 2002 was estimated to be 2,918,250, an increase of 2% over January 2001, making it the third largest county by population in California. The population is forecast to surpass 3 million in 2003. This will make the San Diego

metropolitan area, the 17th most populated metropolitan area in the nation and as a single county, the fourth largest population of all counties in the United States.

City/County/State	January 1, 2002
Carlsbad	88,000
Chula Vista	190,900
Coronado	25,950
Del Mar	4,500
El Cajon	96,500
Encinitas	60,000
Escondido	137,000
Imperial Beach	27,500
La Mesa	55,600
Lemon Grove	25,350
National City	58,100
Oceanside	167,200
Poway	49,650
San Diego	1,255,700
San Marcos	60,800
Santee	53,700
Solana Beach	13,300
Vista	92,100
Unincorporated	456,400
Total	2,918,250

The regional population forecast for 2030 is estimated at 3.9 million according to the San Diego Association of Governments (SANDAG). Although the region's rate of growth has slowed compared to that of the late 1980's, since the end of the recession of the 1990s the County's growth has outpaced both the State and the nation. SANDAG projects that gap will gradually narrow until sometime in the 2020s, when the growth rate is expected to fall below the national figure.



The racial and ethnic composition of San Diego County is as diverse as its geography. According to SANDAG's analysis of the 2000 Census, 55% of the population is White; 27% Hispanic; 9% Asian; 5% Black; and 4% all other groups. The growth in the Hispanic population over the last 10 years, 47%, has significantly exceeded total County population growth of 13%. SANDAG projects that both Hispanic and Asian population shares will continue to increase through 2020. SANDAG also projects an older San Diego County by 2020, based on statistics such as median age and rate of increase of populations over 65.

County Economy

San Diego County has experienced positive economic growth every year since 1994. Although economic momentum has slowed in recent years, San Diego County's gross regional product (GRP), the estimated total value of the local economy, grew an inflation adjusted 2.4% and reached a record setting \$126.2 billion in 2002. The regional economy has outperformed both the State and national growth rates. The San Diego Regional Chamber of Commerce's Economic Research Bureau (ERB) forecasts that San Diego will experience yet another year of positive economic growth in 2003, an inflation adjusted 3.3%.

Nearly one-half of San Diego County's population is part of the civilian labor force. The region is also home to perhaps the largest military complex in the world, and represents another 100,000 jobs within the local economy. The County has experienced positive job growth actually prompting migration to San Diego in search of work. The number of persons moving to San Diego has outpaced the job growth. The annual unemployment rate reached 4.3% in 2002 and is forecast to rise slightly in 2003 to an annual average of 4.4%. These figures remain lower than the State forecast of 6.4% and the national forecast of 6.0%.

Median household income in San Diego County was \$50,500 for 2002 and is expected to be \$52,100 in 2003. The demand for residential construction will remain strong in 2003. Home values countywide shot up an average of 13.6% in 2002. As a result, housing has become less affordable for San Diegans. In fact, San Diego has the second worst average home price to average income level in the nation, behind only Boston.

Since the prolonged recession of the early 1990's, San Diego County has worked hard to build a more diversified economy. In 2002, Forbes Magazine named San Diego as the "Best Place" for business and careers, citing a diversified economy and skilled labor force. Manufacturing, including shipbuilding, industrial machinery and computers, is the largest contributor to the County's gross regional product accounting for \$25 billion in 2002. A broad base of high technology companies has benefited the local economy. Due to the considerable defense presence, San Diego receives more than \$10 billion in direct expenditures from the Department of Defense. International trade and the implementation of NAFTA continue to be a major economic strength for the County. San Diego, which ranks as the 20th largest agriculture producer, continues to see gradual increases in agricultural production value due to specialization in such crops as avocados, exotic flowers, and nursery plants. An Ernst & Young report noted that San Diego has one of the best tourism markets in the country. While many other regions experienced noticeable declines in tourist spending over the past year, San Diego's total tourist spending remained flat at \$5.1 billion.

Sources: SANDAG - San Diego's Regional Planning Agency, San Diego Regional Chamber of Commerce, and San Diego County Comprehensive Annual Financial Report (CAFR).

Understanding the Operational Plan

This Operational Plan provides the County's financial plan for the next two fiscal years (July 1, 2003 through June 30, 2005). Pursuant to Government Code §29000 et al., however, the Board of Supervisors may formally adopt only the first year of the Operational Plan as what is known as the annual Line-Item Budget. The Board approves the second year of the plan in principle for planning purposes. This Operational Plan document includes a list of major accomplishments achieved during the past year, discusses planned expenditures over the next two years, and projects the resources that will be used to finance these activities.

The following information is provided to assist the reader in understanding the Operational Plan's data and narrative.

Governmental Structure

The County was incorporated February 18, 1850, and functions under a Charter adopted in 1933, as subsequently amended. A five-member Board of Supervisors elected to four-year terms in district nonpartisan elections governs the County. There are 18 incorporated cities in the County and a large number of unincorporated communities. The County provides a full range of public services including public assistance, police protection, detention and correction, health and sanitation, recreation, and others. These services are provided by five Agency/Groups, that are headed by General Managers [Deputy Chief Administrative Officers (DCAO)], who report to the Chief Administrative Officer (CAO). Within the Groups, there are four departments that are headed by elected officials—District Attorney and Sheriff (Public Safety Group); Assessor/Recorder/County Clerk and Treasurer-Tax Collector (Finance and General Government Group).

The General Management System

The County's General Management System (GMS) is the instruction manual for managing County operations. The GMS describes how we plan, implement, and monitor all County functions that affect the services we provide to County residents, businesses, and visitors. To provide the

best possible services, our County must continuously develop plans, implement them, monitor how we are doing, and then renew the planning process.

We can provide superior services if we set sound goals and apply strong management principles. The GMS asks us to set long-range (strategic) and short-term (operational) goals. Then the GMS helps us accomplish these goals by telling us how to identify resources, monitor our progress, work as a team, and stay motivated. But there is more to it than focus and efficiency. The GMS is also about sticking with our principles, helping us value employees, partners and customers, and strive for continuous improvement.

Strategic Plan

The Strategic Plan provides the long-term direction for the County. A Five-Year Financial Forecast provides a long-range financial view of the County's Strategic Plan. The Strategic Plan is reflected in the program objectives in the Operational Plan, in the performance plans for managers, and in each department's Quality First Program goals. The Strategic Plan sets the course for accomplishing our mission:

To provide the residents of San Diego County with superior County services in terms of quality, timeliness and value...in order to improve the region's Quality of Life.

This mission reflects our commitment to anticipating, understanding, and responding to the critical issues that affect our residents. The Strategic Plan also recognizes that our employees will continue to be our most important asset. The Strategic Plan is built around four guiding principles that will allow us to achieve our mission:

- Provide for the safety and well-being of those San Diego communities, families, individuals, and other organizations we serve
- Preserve and enhance the environment in San Diego County



- Ensure the County's fiscal stability through periods of economic fluctuations and changing priorities and service demands
- Promote a culture that values our employees, partners and customers and institutionalizes continuous improvement and innovation

These guiding principles and the mission are the Strategic Plan's compass. The County's 2003-08 Strategic Plan defines broad, organization-wide goals - known as Strategic Initiatives - which help prioritize specific County efforts and programs and form the basis for allocating resources. Everything the County does supports these 3 Strategic Initiatives: Kids (Improve Opportunities for children), the Environment (Promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development), and Safe and Livable Communities (Promote Safe and Livable Communities).

Reaching our Strategic goals requires establishing effective performance measures. And to accomplish our goals the County must maintain a high level of operational excellence. This excellence depends upon adherence to key disciplines, which serve as enablers to the Strategic Initiatives. The required disciplines include: Fiscal stability, Customer satisfaction, Regional leadership, Skilled, competent workforce, Essential Infrastructure, Information management, Accountability/transparency, and Continuous improvement.

By using the guiding principles and pursuing the objectives of the Strategic Initiatives and the required disciplines to sustain operational excellence we will successfully realize our vision:

A County Government that has earned the respect and support of its residents.

Operational Plan

The Operational Plan details each Department's strategic objectives for the next two years and the resources required to achieve them. Operational planning in the County's General Management System builds from the Strategic Plan and the Five-Year Financial Forecast. The first two fiscal years of the financial forecast form the basis for the Operational Plan. The Operational Plan is monitored regularly and is linked to the rewards and recognition phase of the General Management System.

Monitoring and Control

An executive-level monitoring and control process provides on-going formal evaluation of the Operational Plan. This includes a formal review each month between the General Managers and their Group Department Heads, and quarterly between the General Managers and the Chief Administrative Officer. The monitoring and control process utilizes a structured written format supplemented by personal meetings between the Group and Department teams.

Notes to "Understanding the Operational Plan"

Grand Jury

As of Fiscal Year 2003-04, the Grand Jury has been transferred from the Public Safety Group to the Finance and General Government Group. This change was recommended by both the Fiscal Year 2001-02 and Fiscal Year 2002-03 Grand Juries, as the services the Grand Jury provides are more aligned with the types of services provided by the departments in the Finance and General Government Group.

Department of Animal Services & Office of Emergency Services

Two departments formally changed their names during Fiscal Year 2002-03. The Department of Animal Control became the Department of Animal Services and the Office



Understanding the Operational Plan

of Disaster Preparedness became the Office of Emergency Services (OES). These name changes better reflect the broader focus and greater mission of each department.

Operational Plan Documents

Several documents are produced to aid in budget development and deliberations:

CAO Proposed Operational Plan—is a comprehensive overview of the Chief Administrative Officer's (CAO) proposed plan for the County's operations for the next two fiscal years, including:

- Summary tables showing the balance of revenues and expenditures for all County funds.
- A listing of planned capital projects.
- A summary of the County's short- and long-term debt.
- A detailed section by Agency/Group and Department/program describing their missions, prior year accomplishments, operating objectives, revenue amounts and sources, expenditures by category, staffing by program, and performance measures.
- Other supporting material including a glossary.

Change Letters—are proposed changes to the CAO Proposed Operational Plan submitted by the CAO and members of the Board of Supervisors. The CAO Change Letter updates the CAO Proposed Operational Plan with information that becomes available after the document is presented to the Board of Supervisors. Such modifications may be due to Board actions that occurred subsequent to the submission of the CAO Proposed Operational Plan or recent changes in State or Federal funding. The CAO Change Letter typically contains:

- A schedule of revisions.
- A summary of Agency/Group adjustments.
- Highlights of significant changes to the Proposed Operational Plan.

Referrals To Budget—are status updates on items on which the Board of Supervisors has deferred action during the current fiscal year until the budget process. The Clerk of the Board tracks referrals to budget. As Budget Deliberations approach, the status of each referral is updated and included in a compilation of all the referrals made throughout the year. This document is submitted to the Board for its review and for discussion with affected departments during Budget Deliberations.

Citizen Advisory Board Statements—are comments of citizen committees on the CAO Proposed Operational Plan.

Referrals From Budget—are requests made by the Board of Supervisors during Budget Deliberations for additional information to assist them in making decisions during the fiscal year. The Agency/Groups are responsible for providing requested information to the Board. The status of each referral from budget is tracked by the Clerk of the Board to ensure that the information is provided.

Post Adoption Documents

Operational Plan—is a comprehensive overview of the Board of Supervisors' adopted and approved plan for the County's operations for the next two fiscal years. The Operational Plan is an update of the CAO Proposed Operational Plan reflecting revisions made by the Board during Budget Deliberations. Like the CAO Proposed Operational Plan, the Operational Plan includes:

- Summary tables showing the balance of revenues and expenditures for all County funds.
- A listing of planned capital projects.
- A summary of the County's short- and long-term debt.
- A detailed section by Agency/Group and Department/program describing their missions, prior year accomplishments, operating objectives, revenue amounts and sources, expenditures by category, staffing by program, and performance measures.
- Other supporting material including a glossary.



Budget Modifications—State Law permits modifications to the first year of the Operational Plan during the year with approval by the Board of Supervisors. There are two options for accomplishing a mid-year budget adjustment:

- **Board Of Supervisors Weekly Regular Agenda**

Process—Budget modifications are generally made due to unforeseen and program-specific changes. In compliance with Government Code §29130, increases in appropriations require a four-fifths vote by the Board after the first year of the Operational Plan Line-Item Budget is adopted.

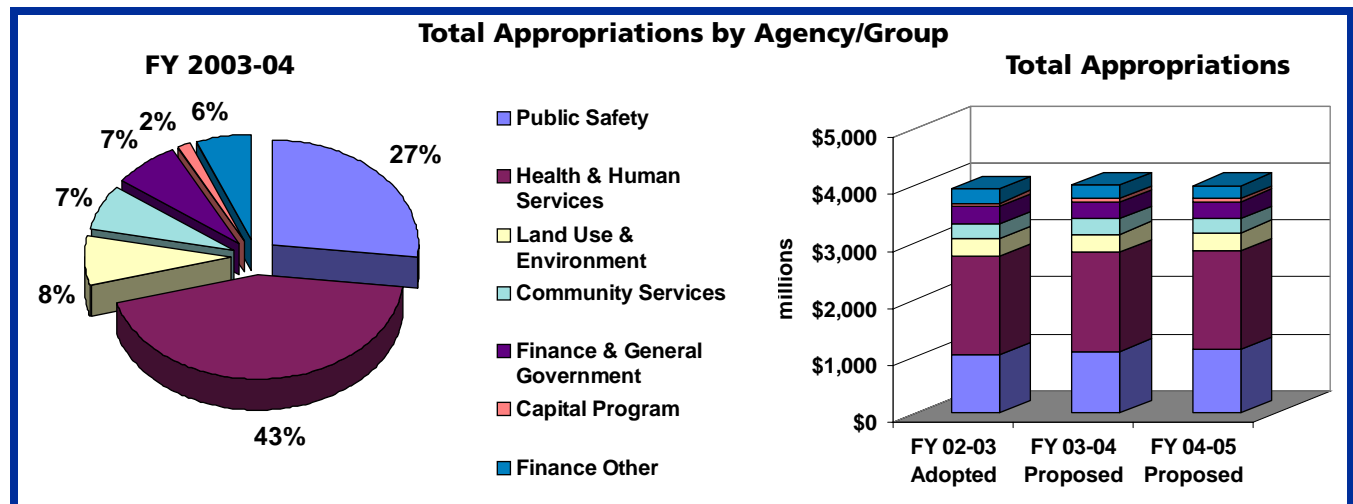
Such changes could include requests for additional appropriations as a result of additional revenues for specific programs or a contract modification. Items placed on the agenda that have a fiscal or budgetary impact are reviewed and approved by the Chief Financial Officer and County Counsel. Contract modifications also require the approval of the Purchasing Agent.

- **Quarterly Status Reports**—Quarterly, each Agency/ Group may recommend appropriation transfers, management reserve, and/or Contingency Reserve usage through the CAO to address unanticipated needs.

All Funds: Total Appropriations

Total Appropriations by Agency/Group

Appropriations total \$4.0 billion in the Proposed Operational Plan for Fiscal Year 2003-04 and \$3.99 billion for Fiscal Year 2004-05. This is an increase of \$82.5 million (2.1%) in Fiscal Year 2003-04 over the Fiscal Year 2002-03 Adopted Budget. Looking at the Operational Plan by Group, expenditures are proposed to increase overall in Public Safety, Health and Human Services, Land Use and Environment, Community Services, and Finance-Other, while they are decreasing in Finance and General Government and Capital. Health and Human Services at \$1.7 billion continues to be the largest share of the budget (43.5%), followed by Public Safety at \$1.1 billion (27.0%). The pie chart below shows each functional area's share of the Fiscal Year 2003-04 Operational Plan, while the bar chart and table compare the Fiscal Years 2003-04 and 2004-05 proposed appropriation amounts to the Fiscal Year 2002-03 levels.



Total Appropriations by Agency/Group (in millions)

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Public Safety	\$ 1,021.7	\$ 1,080.8	5.78	\$ 1,115.7	3.23
Health & Human Services	1,730.0	1,743.5	0.78	1,733.0	(0.60)
Land Use & Environment	303.1	316.3	4.35	312.8	(1.11)
Community Services	265.7	271.6	2.22	254.4	(6.33)
Finance & General Government	296.0	289.2	(2.30)	290.7	0.52
Capital Program	68.5	62.7	(8.47)	55.5	(11.48)
Finance Other	239.3	242.7	1.42	230.2	(5.15)
Total	\$ 3,924.3	\$ 4,006.8	2.10	\$ 3,992.3	(0.36)



While the overall County budget continues to grow, it is constrained by the resources available to support the demand for services in the community and the increasing costs of providing those services. We continue to focus on meeting the objectives of the three Strategic Initiatives, but over the next two years we will not see the enhancements to services that we were able to provide during the late 1990s and first two years of this decade and indeed we must plan for service level reductions in some areas. In the Agency/Group sections that begin on page 49 each County department reports its accomplishments during this past year and outlines its objectives for the next two years that are in support of one or more of the three Strategic Initiatives. The section below describes the highlights of the Proposed Operational Plan by Agency/Group and the more significant changes from the Fiscal Year 2002-03 Adopted Operational Plan.

Public Safety Group — a net increase of 5.8% or \$59.1 million over the Fiscal Year 2002-03 Adopted Operational Plan. The increase is due primarily to negotiated salary and benefit increases, but also allows for staffing within the Probation Department for the operation of the East Mesa Juvenile Detention Facility set to open in February 2004 and law enforcement services for the Rincon Band of Mission Indians. Though most Public Safety Group departments are reducing staff, redirecting resources, or eliminating funding for a number of vacant positions pending an evaluation of future funding plans are in place to continue to provide core public safety services, complete the Terrorism Public Education Campaign, and increase child support collections.

Key objectives include:

- Support crime prevention efforts designed to maintain the safety and security of children within the San Diego Region, including increasing the availability of Megan's Law database within the community.

- Complete development and installation of Terrorism Public Education Campaign on the Office of Emergency Service website.
- Complete negotiations with the State to implement a program providing supervision and monitoring of sexually violent predators released from Atascadero State Hospital to San Diego County.
- Increase the service of outstanding arrest warrants bringing thousands of absconders to justice, reducing crime and reducing victimization.
- Increase child support collections by \$2.5 million, to \$152.5 million.
- Ensure successful partnership between the Public Defender, the courts, prosecution, probation, and treatment facilities to ensure the maximum success of drug court and Proposition 36 programs.
- Develop training for County departments on their responsibilities under the County of San Diego Emergency Operations Plan.

Health and Human Services Agency — a net increase of 0.8% or \$13.5 million over the Fiscal Year 2002-03 Adopted Operational Plan. With the State facing a budget deficit estimated at over \$34 billion with no clear mitigation plan and an ailing economy, the Operational Plan assumes either reductions or no growth in most State and Federal allocations that support the majority of the Health and Human Services Agency's programs. This is in sharp contrast to most prior years where anticipated growth in these allocations was available to fund increased operating costs. This is the third year that the cost of doing business is increasing and revenue allocations for caseload growth have not been included in most State funding sources. The overall increase supports negotiated salary and benefit agreements and aligns resources to growing entitlement programs including In-Home Supportive Services (IHSS), Foster Care, Adoption Assistance, and Aid for Seriously Emotionally Disturbed (SED) children. Fewer resources are being allocated to such programs as AIDS Waiver, seniors'



All Funds: Total Appropriations

programs such as Adult Protective Services, non-mandated information and referral services, childcare programs, ex-offender and juvenile diversion programs, domestic violence programs, Early and Periodic Screening Diagnosis and Treatment services, and child and adult mental health services due to reduced funding and Welfare to Work services due to declining caseloads.

Key Objectives include:

- Achieve a high level (85%) of immunization of children (ages 19 months up to 36 months) served by Public Health Centers.
- Increase by 2% the number of children enrolled in Medi-Cal and Healthy Families health coverage, an additional 4,400 children over the 220,000 currently enrolled.
- Ensure a minimum of 70% of up to 200 children served by the Children's Mental Health Services Initiative avoid out-of-home placement.
- Sustain a high percentage (90%) of Welfare to Work participants who exit CalWORKs cash assistance due to earnings or employment and remain off aid for 6 months.
- Increase the percentage of foster children in 12th grade who graduate with a high school diploma or equivalent from 70% to 72%.
- Achieve all 14 Center for Disease Control critical benchmarks for bioterrorism preparedness.
- Achieve and maintain a 92% accuracy rate in Food Stamp benefits issued.
- Provide eligible adults timely access to mental health outpatient treatment (within 28 days).
- Ensure that 70% of an estimated 600 TB infected contacts begin and complete treatment.
- Ensure that 40% of Proposition 36 clients in treatment at least 4 months successfully complete substance abuse treatment.

- Ensure that no more than 25% of up to 8,000 Adult Protective Services cases referred annually are re-referred.

Land Use and Environment Group — a net increase of 4.3% or \$13.2 million over the Fiscal Year 2002-03 Adopted Operational Plan. This increase is due to negotiated salary and benefit agreements, which is mitigated through shifts in utilization of all resources and includes reductions of 15 staff years.

Key objectives are:

- Continue the General Plan 2020 update, which has as one of its goals to protect natural resources and habitat.
- Continue planning and implementation of the Watershed Management Plans and Watershed Urban Runoff Management Programs.
- Provide extensive outreach efforts to inform and educate growers and other businesses on best management practices, the impacts of the Urban Stormwater Permit, and other clean water issues.
- Provide information about, and encourage educational pursuits in, science for elementary, junior high, high school, and college students.
- Mitigate environmental, health, and bio-terrorism risks from infectious animal disease agents.
- Leverage County resources for outside funding toward Open Space Acquisitions.

Community Services Group — a net increase of 2.2% or \$5.9 million over the Fiscal Year 2002-03 Adopted Operational Plan. This increase is due to negotiated salary and benefit agreements, higher costs for service and maintenance contracts, a decrease in Housing and Community Development multi-year projects, and a decrease in costs due to the outsourcing of Central Stores.

Key objectives are:

- Provide housing assistance subsidy to approximately 10,650 households.



- Complete tenant improvement at San Marcos Sheriff Substation for the North County Gang Task Force, purchase Starling Drive Building for Probation Department in vicinity of Juvenile Hall, and identify a new site for purchase or lease to support a 20,000 sq. ft. Sheriff Station in Rancho San Diego.
- Implement Stormwater Management Plan, and augment effort to meet or exceed the State of California's mandates with respect to the Industrial and Municipal Stormwater Permits.
- Acquire lands for open space preservation in support of Multiple Species Conservation Program (MSCP).
- Continue to conduct energy audits and provide customer departments with recommendations for energy management investments, complete installation of \$1 million of energy demand management projects, and complete installation of 280 kilowatts photovoltaics at four County sites.
- Expand on-line auction capabilities to better serve the citizens of San Diego County and expand the number of items available on-line.
- Begin construction of the modern, \$6.6 million animal shelter in Carlsbad.
- Construct and open new Julian Branch Library, complete design and begin construction on new Bonita Branch Library, complete land purchases for Library sites in Alpine and Fallbrook, and exercise Option to Purchase the new Ramona Library site.
- Serve as enablers to other County departments that directly support the County's strategic initiatives: Kids, The Environment, and Safe and Livable Communities.
- Maintain a structurally balanced budget in light of potentially drastic reductions in State revenue by continuing to balance prudent cash reserves with operational needs and balancing the County budget without the use of one-time funding for ongoing needs.
- Continue the implementation of information technology solutions that enhance the County's ability to provide services that meet its strategic initiatives.
- Continue to implement and enhance the County's vision of Human Resources by assisting County departments in hiring and retaining a committed, capable, and diverse workforce.
- Implement ERP applications to enhance strategic planning efforts and promote well-informed decision making at all levels of County government.
- Continue with Business Process Reengineering (BPR) efforts to expand and fully utilize the County's new Human Resources/Financial Enterprise Resource Planning systems and pbViews Performance Management software.
- Sustain the current favorable ratings for credit and the Treasurer's Investment Pool.

Finance and General Government Group — a net decrease of 2.3% or \$6.8 million from the Fiscal Year 2002-03 Adopted Operational Plan. The net change is a combination of increases related to salary and benefit agreements and the reduction of one-time resources allocated to transitional support associated with the Enterprise Resource Planning (ERP) project.

Key objectives are:

Capital — a net decrease of 8.4% or \$5.8 million as a result of reductions in lease costs and a decrease in the value of new capital projects from the Fiscal Year 2002-03 Adopted Operational Plan. New projects for Fiscal Year 2003-04 include miscellaneous park projects, Multiple Species Conservation Program (MSCP) land acquisition, and land purchases due to environmental concerns.

Finance-Other — a net increase of 1.4% or \$3.4 million over the Fiscal Year 2002-03 Adopted Operational Plan. Key changes include higher costs for the Workers Compensation Fund offset by decreases in appropriations for debt reduction. The Contingency Reserve is maintained



All Funds: Total Appropriations

at \$11.0 million and \$10.0 million is proposed for Community Projects. The Community Enhancement Program decreases by \$.4 million to \$3.03 million due to reductions in revenues from the transient occupancy tax.



Total Appropriations by Category of Expenditures

The table below shows the Operational Plan broken down by category of expenditures. As noted above, the Fiscal Year 2003-04 Proposed Operational Plan is increasing overall by \$82.5 million from the Fiscal Year 2002-03 Adopted Operational Plan.

Total Appropriations by Category (in millions)

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 1,174.70	\$ 1,351.70	15.07	\$ 1,410.00	4.31
Services & Supplies	1,378.80	1,324.70	(3.92)	1,277.20	(3.59)
Other Charges	691.40	703.10	1.69	701.10	(0.28)
Capital Proj/Land Acquisition	32.30	20.40	(36.84)	5.50	(73.04)
Fixed Assets Equipment	19.70	16.60	(15.74)	15.20	(8.43)
Expenditure Transfer & Reimb	(19.20)	(16.20)	(15.63)	(16.30)	0.62
Reserves	11.40	11.10	(2.63)	11.10	0.00
Reserve/Designation Increase	22.90	6.50	(71.62)	8.70	33.85
Operating Transfers Out	587.40	577.00	(1.77)	574.20	(0.49)
Management Reserves	24.90	11.90	(52.21)	5.60	(52.94)
Total	\$ 3,924.30	\$ 4,006.80	2.10	\$ 3,992.30	(0.36)

Changes include:

- Salaries and Benefits are increasing by 15.1% (\$177.0 million) in Fiscal Year 2003-04 due partly to negotiated salary and benefit agreements after adjusting for a reduction of 284 staff years. A significant component of this increase is for contributions to the County's retirement fund. The smaller increase in Fiscal Year 2003-04 of \$58.3 million (4.3%) is due to negotiated cost of living adjustments coupled with an additional staff year reduction of 26. (See "Total Staffing" on page 25 for information on staffing changes by functional area and further detail regarding retirement costs.)
- Services and Supplies are decreasing by a net 3.9% (\$54.1 million) due primarily to reduced levels of contracted services, lower telephone costs, reduced computer related contracts and Application Services costs and increases in Contracted Road Services.
- Other Charges are increasing by a net 1.7% (\$11.7 million), due primarily to increased Aid Payments for the Adoptions Assistance and Foster Care programs.
- Capital Projects are decreasing 36.8% (\$11.9 million). The amount of money budgeted for new projects varies year-to-year.
- Fixed Assets Equipment is decreasing by 15.70% (\$3.1 million) as a result of lower data processing and transportation equipment purchases.



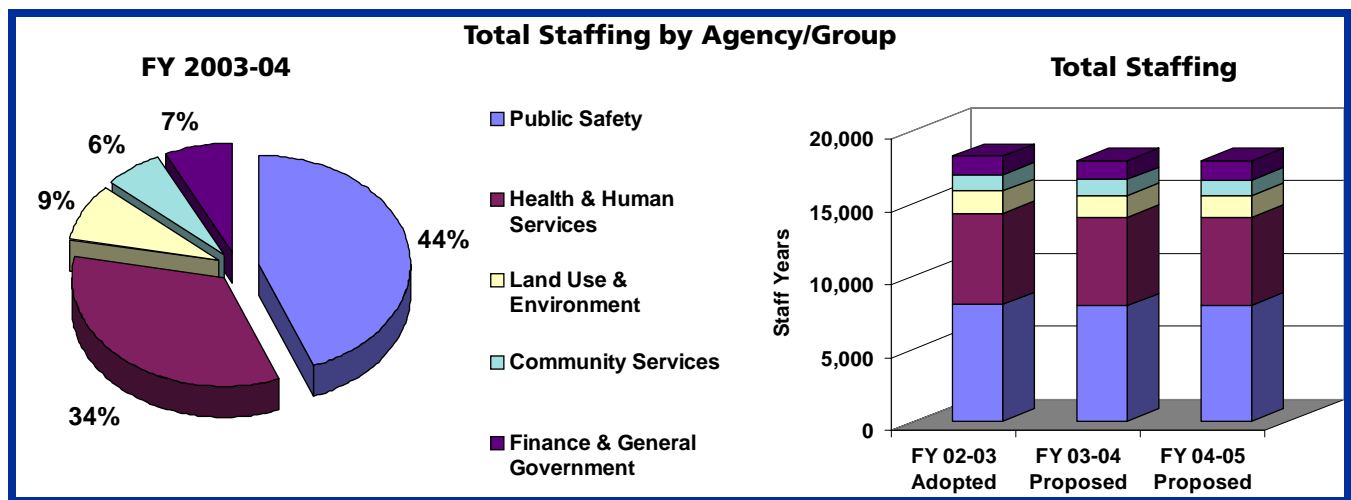
All Funds: Total Appropriations

-
- Reserve / Designation Increases are decreasing by 71.7%(\$16.4 million). The Reserve/ Designation amounts can vary from year to year depending upon the need to set aside fund balance for specific uses.
 - Operating Transfers Out are decreasing 1.8% (\$10.4 million) due to a combination of increases and decreases, but primarily as a result of decreases in transfers from the Realignment and Proposition 172 Special Revenue Funds to the General Fund.
 - Management Reserves are decreasing by 52.2% (\$13.0 million). The level of Management Reserves can vary from year-to-year. They are used to fund one-time projects or to serve as a prudent cushion for revenue and economic uncertainties.

All Funds: Total Staffing

Total Staffing

As noted above, the staffing level proposed for Fiscal Year 2003-04 is 284 less than the Adopted level for Fiscal Year 2002-03. Staffing levels are expected to trend downward over the next few years due to a combination of slower growth in revenues and increases in per staff year costs for County employees. The charts and table below show the total proposed staffing by Group and the year-to-year changes. The staffing level for Fiscal Year 2002-03 is 496 greater than in the Adopted Fiscal Year 2001-02 budget.



Staffing—Staff Years (rounded)

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Public Safety	8,018	7,916	(1.27)	7,953	0.47
Health & Human Services	6,237	6,054	(2.93)	6,021	(0.55)
Land Use & Environment	1,544	1,529	(0.97)	1,529	0.00
Community Services	1,080	1,094	1.30	1,064	(2.74)
Finance & General Government	1,302	1,304	0.15	1,304	0.00
Total	18,181	17,897	(1.56)	17,871	(0.15)

After many years of no salary increases for the County's workforce in the early 1990's, five-year agreements were reached in the spring of 2001 for most of the County's bargaining units and became effective at the beginning of Fiscal Year 2001-02. The compensation package, which

includes an improved retirement plan, is expected to result in the attraction and retention of highly skilled workers and consequently a more stable workforce. Total Salaries and Benefits will therefore increase as employees move through the salary ranges and remain part of the workforce as



All Funds: Total Staffing

opposed to leaving and being replaced with new employees at the lower end of the range. The salary range is 25 percent from entry to the top of the range.

The County, like many other employers, enjoyed the benefit of an over-funded retirement plan due to the increased investment value from the 1990's bull market. During this period, which followed the County's issuance of Pension Obligation Bonds in 1994 to extinguish an unfunded accrued actuarial liability (UAAL), the Retirement Fund did not require contributions from the County. Previous to this time, the contributions were approximately 13% of payroll for General and Safety members combined, and 11% and 22% for General and Safety respectively. The bull market has run its course and the Retirement Fund again requires contributions from the County.

Further, the enhanced benefit plan resulted in higher ongoing (termed "normal costs") retirement contribution rates for the County and its employees as well as additional contributions from the County to convert existing employee service credits to the new plan. The Retirement Fund has also suffered investment losses this past two years as has every other retirement and pension system in the country. These losses have to be replenished with increased contributions by the County. These losses, along with the service credit conversion costs, created a new UAAL. A portion of the unfunded liability was extinguished in October 2002 when the County issued \$550 million in Pension Obligation Bonds with repayment structured over 30 years. While the remainder of the unfunded liability is currently being amortized over a fifteen-year period, the County will examine issuing additional Pension Obligation Bonds in 2007 or 2008 depending upon the status of the Retirement Fund and market conditions at that time.

The San Diego County Employees Retirement Association (SDCERA) Board annually adopts actuarially determined contribution rates to maintain the funded status of the Retirement Fund. For Fiscal Year 2003-04, the overall County contribution rate (including normal costs and unfunded liability) is 22.51% of employees' regular pay.

There are, however, different rates for Safety and non-safety personnel. The overall rate for Safety members is 32.41% while the rate for General (non-safety) members is 19.72%. The contribution rate for employees varies depending upon age at entry into the system. The County pays a portion of the employee rates depending upon number of years of service with the County and labor contract provisions. The overall average contribution rate for employees is about 9.0% of regular pay with the average County paid portion being 6.0%. The Fiscal Year 2003-04 / 2004-05 Operational Plan reflects the first two full years' annual cost of the enhanced retirement plan. The County's cost for retirement contributions (for both the employer contribution and employee offset) is increasing from \$61.6 million in Fiscal Year 2002-03 to \$240.8 million in Fiscal Year 2003-04.

The softening of revenues to all levels of government results in the County understanding that its workforce is at an unsustainable level. The Proposed Operational Plan incorporates a combined strategy of 1) deleting certain positions and related appropriations, 2) reducing appropriations, but retaining positions, and 3) using one-time funds as a bridge to enable services to be ramped down in an orderly manner. The deletion of positions will result in a 284 staff year reduction from Fiscal Year 2002-03. Most of these positions are currently vacant. Positions without appropriations or with one-time funding will be frozen in the County's position management system as we evaluate ongoing funding levels and service priorities. We will be maintaining and managing vacancies across the County in order to stay within overall budgeted salaries and benefits costs. The management structure and processes we have developed under the County's General Management System will guide us through a rational, systematic approach to determining the level and mix of future staffing to recommend to the Board of Supervisors.

Looking at the major staffing changes by Group, Public Safety shows a net reduction of 102 staff years: 110 staff years are removed from the Department of Child Support



Services due to lower State and Federal allocations, and a net of 7 staff years are added in Probation Department in order to open the East Mesa Juvenile Detention Facility in the spring of 2004. The Health and Human Services Agency shows a reduction of 182 staff years due to declining caseloads in the Welfare to Work services and revenue constraints in Mental Health, Child Welfare Services, and Information and Referral services. The Land Use and Environment Group is reallocating staff and functions among departments, but on balance is reducing 15 staff years: 4 staff years are being deleted in the Office of Trade and Business Development, 3 staff years are being reduced in Air Pollution Control through streamlining processes, 14 staff years are being reduced in the transportation, engineering, solid waste and management services areas of the Department of Public Works, 5 staff years are added to Planning and Land Use for the Building division to improve

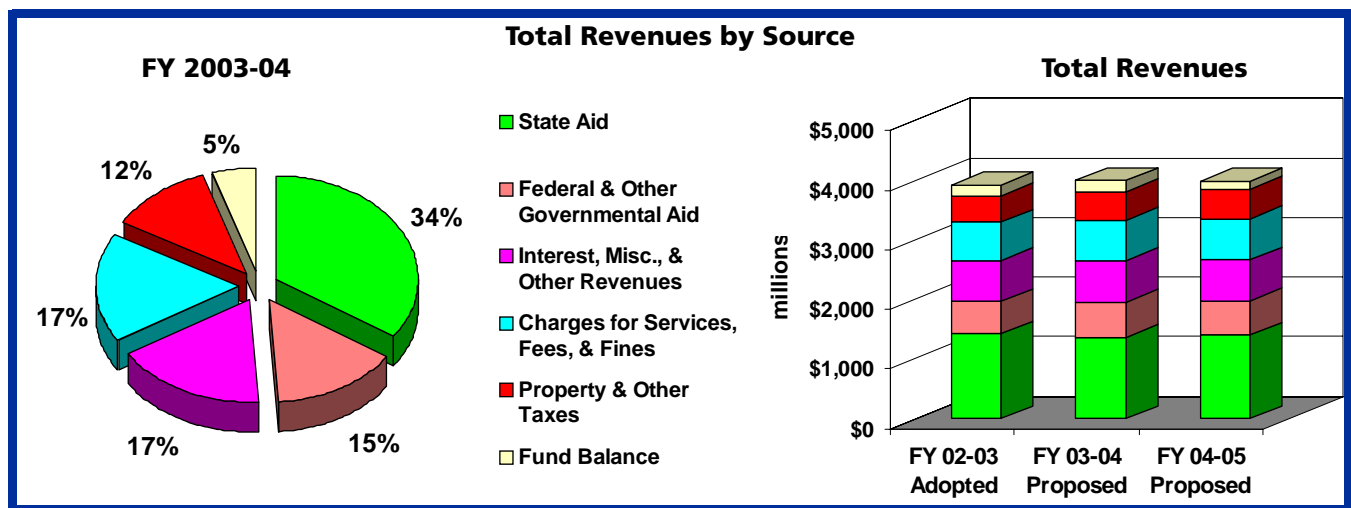
customer service delivery and 1 staff year is being added to Agriculture Weights and Measures for Stormwater education. Community Services has an increase of 14 staff years due to increased building maintenance at detention facilities. More detailed explanations are provided in the Agency/Group/Department sections beginning on page 49.

The Finance and General Government Group shows a net increase of 1.75 staff years. One staff year is added as a result of the transfer of Grand Jury support to this Group from the Public Safety Group, the Chief Administrative Officer is deleting 2.50 staff years, and the Auditor and Controller is deleting 6.50 staff years. These deletions are offset by an increase in Enterprise Resource Planning (ERP) system support staff of 9.75 to centralize efforts to ensure that the new systems are properly deployed and managed.

All Funds: Total Revenues

Total Revenues by Source

Total resources available to support County services for Fiscal Year 2003-04 are expected to total \$4.0 billion. This is an increase of \$82.5 million or 2.1% over the Fiscal Year 2002-03 Adopted Operational Plan. Total resources are expected to decrease by \$14.5 million or 0.4% in Fiscal Year 2004-05. State and Federal aid combined supply 49% of the financing sources for the County's budget. In contrast, locally generated taxes, including property tax, sales tax, real property transfer tax, and transient occupancy tax, account for only 12% of the financing sources for the County's budget. The following chart summarize the major sources of funding for County operations. See the individual Agency/Group sections of this Operational Plan for the breakdown of financing sources by department.



Total Revenues by Source (in millions)

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
State Aid	\$ 1,426.0	\$ 1,375.9	(3.51)	\$ 1,400.9	1.82
Federal & Other Governmental Aid	544.0	582.9	7.15	577.2	(0.98)
Interest, Misc., & Other Revenues	694.6	695.7	0.16	693.3	(0.34)
Charges for Services, Fees, & Fines	639.5	680.3	6.39	691.0	1.57
Property & Other Taxes	433.0	473.8	9.43	498.3	5.17
Fund Balance	187.3	198.2	5.80	131.5	(33.64)
Total	\$ 3,924.3	\$ 4,006.8	2.10	\$ 3,992.3	(0.36)



During the prior two fiscal years, total County resources experienced a growth rate of 9.3% (after adjusting for accounting changes related to the establishment of special revenue funds for Health and Human Services Realignment and Prop 172 Public Safety Sales Tax revenues) and 4.2% respectively. This growth reflected the healthy local, State, and U.S. economies. However, since the last half of 2000 and through 2002 selected economic indicators (employment growth and personal income) signaled a significant slow down of the economy. As a result, the U.S. economy experienced a mild recession in 2001 as measured by the Gross Domestic Product (GDP) annual growth of only 0.3%. The economy continued to perform at a sluggish pace throughout 2002. The anemic performance in terms of employment and business investment growth along with flat corporate profits has resulted in a soft economy - a 2.4% growth in 2002 and an estimated 2.3% and 3.5% growth for 2003 and 2004, respectively. The consensus among economists is that the nation experienced a mild recession but the economy is taking longer than expected to recover due to accounting scandals in several large corporations, terrorism concerns, political uncertainties and tensions around the world. However, personal income and employment factors indicate that California's economy fell further than the nation's during the same period. The technology bust hit California companies very hard for two and half years, with the loss of wage and salary income concentrated in the San Francisco Bay Area.

Despite the challenges of 2001 and 2002, the San Diego economy appears to have fared well in that it outperformed both the California and national economies in terms of the rate of economic growth. Currently all local economic indicators are growing at a slower rate than 2001 and 2002,

but they are still growing. Local sales tax transactions continue to do well and the real estate market continues to be strong due to high demand and favorable low financing costs.

The estimated growth of 2.1% in total County resources for Fiscal Year 2003-04 is based primarily on the relative strength of the local economy, but the overall growth is the smallest increase in the last four years. Also, there is a risk associated with these estimates and therefore to the nature, number, and quantity of services that the County of San Diego delivers to its residents. This risk comes from the weakness of the national economy and the State of California's projected budget deficit for Fiscal Years 2002-03 and 2003-04.

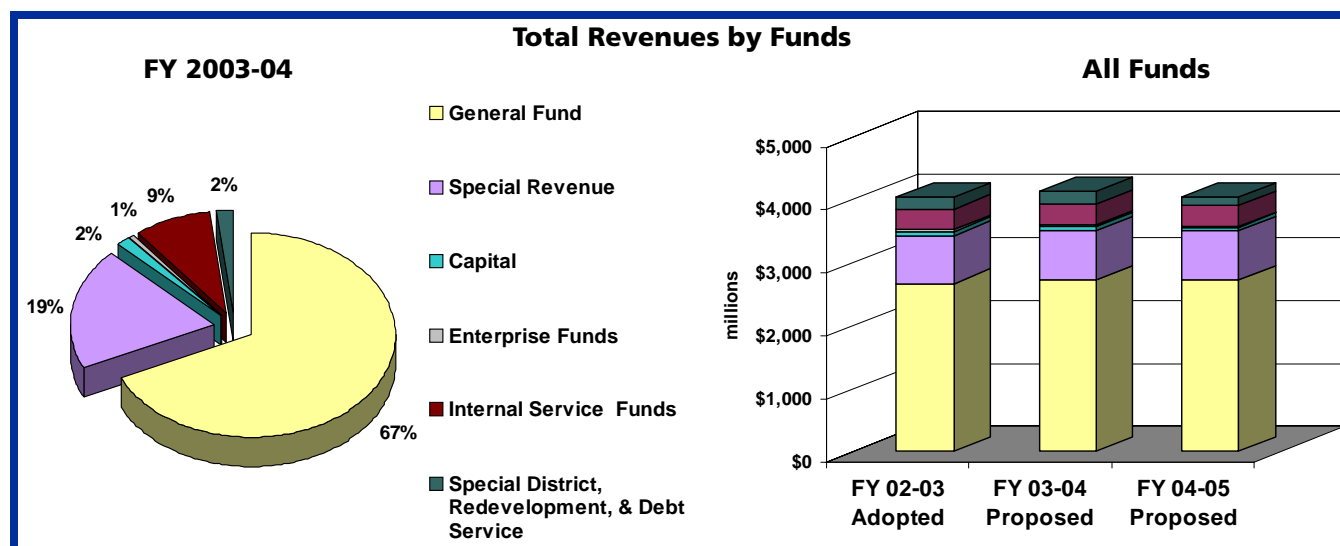
The Governor's Proposed budget identified a \$34.6 billion budget shortfall in the current year and FY 2003-04 combined. This is an unprecedented fiscal crisis. The governor proposed a number of measures to bring the budget in balance, but as of this writing only a limited number of actions (about \$7.6 billion) have met the Legislature's approval. The estimated fiscal impact of these limited actions on the County has been incorporated into our proposed budget, but we have not attempted to speculate on the remaining measures that will ultimately be selected to balance the State's budget. The State budget deficit will be a drag on the State and the local economies over the next few years and it will challenge the County's ability to deliver services. Once the State has adopted a budget, we will assess the impact and may need to return to the Board with recommendations for adjustments to this Operational Plan.



All Funds: Total Revenues

Total Revenues by Funds

The financial transactions of the County are recorded in individual funds and account groups. The State Controller prescribes uniform accounting practices for California counties. Various revenue sources are controlled and spent for purposes that require those funds to be accounted for separately. Accordingly, the following funds/fund types provide the basic structure for the Operational Plan. (See also "Basis of Accounting" on page 45 and "Appropriations by Fund" on page 353.)



Total Revenues by Funds (in millions)

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
General Fund	\$ 2,668.45	\$ 2,724.17	2.09	\$ 2,725.17	0.04
Special Revenue	757.47	775.58	2.39	778.27	0.35
Capital	68.46	62.70	(8.42)	55.52	(11.45)
Enterprise Funds	25.34	22.16	(12.55)	13.65	(38.39)
Internal Service Funds	330.71	343.60	3.90	337.79	(1.69)
Special District, Redevelopment, & Debt Service	73.85	78.60	6.43	81.89	4.18
Total	\$ 3,924.28	\$ 4,006.80	2.10	\$ 3,992.29	(0.36)



Governmental Fund Types

General Fund - accounts for all financial resources except those required to be accounted for in another fund. The General Fund is the County's primary operating fund.

Special Revenue Funds - account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects). Examples include Road, Library, Realignment, and Proposition 172 revenue funds.

Capital Project Funds - account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds.)

Debt Service Funds - account for the accumulation of resources for, and the payment of, principal and interest on general long-term debt.

Proprietary Fund Types

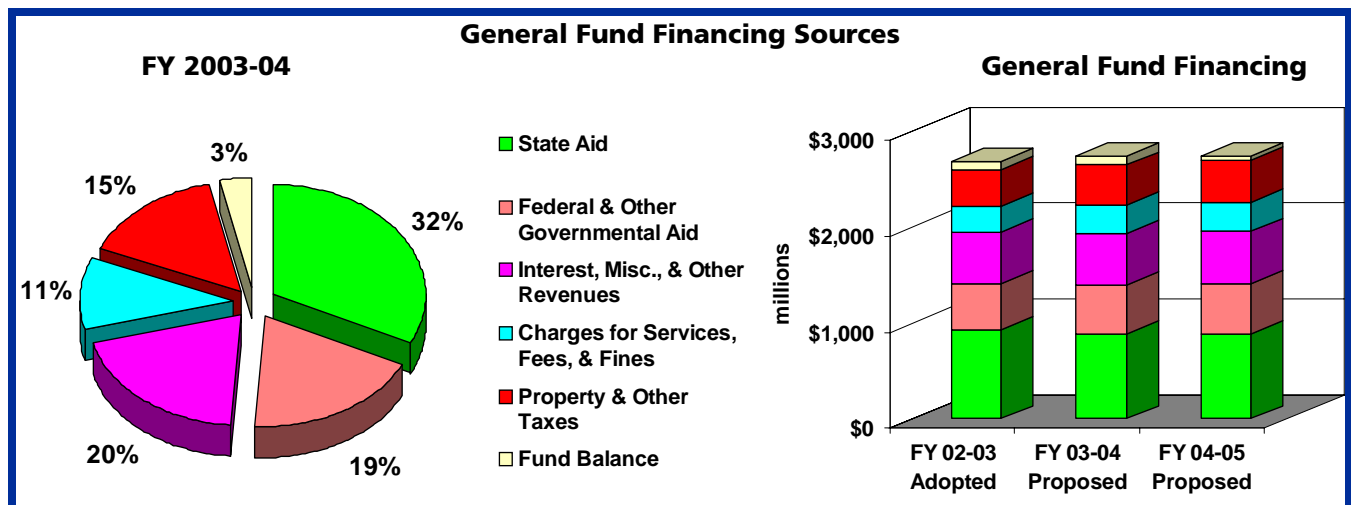
Enterprise Funds - account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Internal Service Funds - account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis. Examples include the Facilities Management, Mail, Print and Records, Fleet, Purchasing and Contracting, and Information Technology Internal Service Funds.

Summary of General Fund Financing Sources

Summary of General Fund Financing Sources

The largest single fund and the fund that is responsible for most County services is the General Fund. General Fund Financing Sources are expected to total \$2.72 billion for Fiscal Year 2003-04, a \$55.7 million or 2.1% increase over Fiscal Year 2002-03. Total General Fund resources are expected to increase by \$1.0 million, less than a 0.1% increase in FY 2004-05. The FY 2003-04 growth rate of 2.1% is much slower than we experienced during the prior two fiscal years, when we saw growth rates of 9.1% and 6.1%, respectively.



General Fund Financing Sources (in millions)

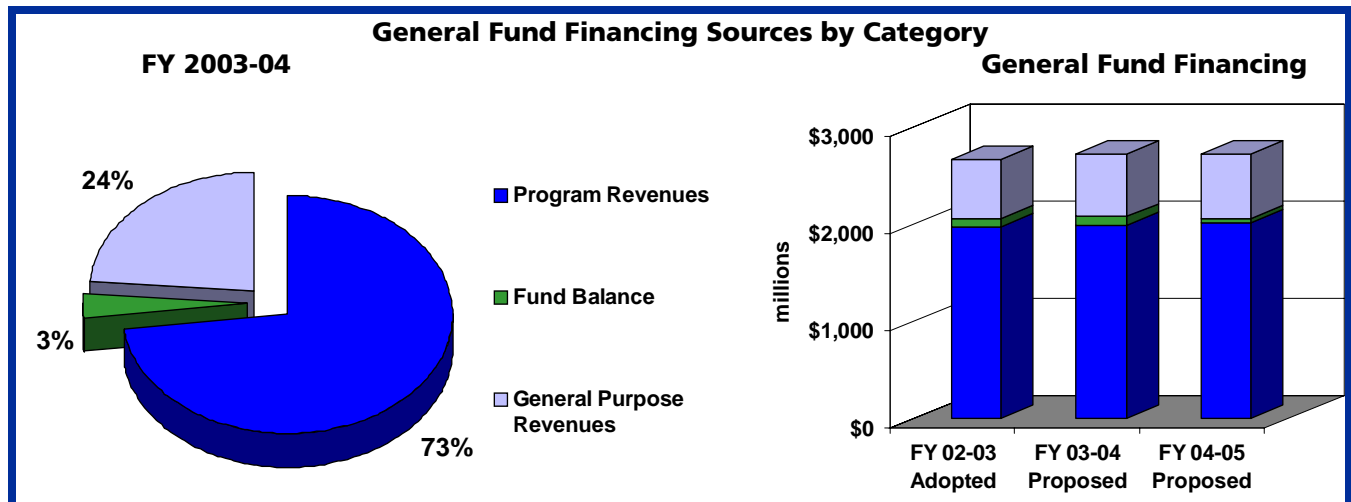
	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
State Aid	\$ 920.8	\$ 876.9	(4.76)	\$ 881.9	0.56
Federal & Other Governmental Aid	476.3	513.4	7.78	516.7	0.64
Interest, Misc., & Other Revenues	538.6	536.4	(0.42)	547.2	2.02
Charges for Services, Fees, & Fines	265.5	291.7	9.88	304.5	4.40
Property & Other Taxes	383.7	415.7	8.32	431.2	3.73
Fund Balance/Reserves	83.5	90.1	7.92	43.7	(51.52)
Total	\$ 2,668.4	\$ 2,724.2	2.09	\$ 2,725.2	0.04



Summary of General Fund Financing Sources

General Fund Financing Sources by Category

General Fund Financing Sources can be categorized as one of three types: Program Revenues, General Purpose Revenues and Fund Balance.



General Fund Financing Sources by Category (in millions)

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Program Revenues	\$ 1,976.9	\$ 1,987.5	0.71	\$ 2,013.1	1.27
Fund Balance/Reserves	\$ 83.5	\$ 90.1	3.84	\$ 43.7	(53.27)
General Purpose Revenues	\$ 608.1	\$ 646.6	6.34	\$ 668.4	3.37
Total	\$ 2,668.4	\$ 2,724.2	2.09	\$ 2,725.2	0.04

Program Revenues, making up 73% of General Fund Financing Sources in Fiscal Year 2003-04, are derived from State and Federal grants, charges and fees earned from specific programs, Proposition 172- Public Safety Sales Tax, State Realignment Funds, and Tobacco Settlement funds, among others. Program Revenues, which are dedicated to and can be used only for specific programs, are expected to increase by only 0.7% over the Fiscal Year 2002-03 Adopted Operational Plan. The average annual growth for

the last three years was 9.3%. State and Federal revenues, dedicated to Program Revenues, of \$1.14 billion in Fiscal Year 2003-04 comprise 57% of Program Revenues. It is important to note that Federal revenues are estimated to increase by 8.2% from the Adopted FY 2002-03 level, but State revenues are estimated to be 7.4% lower than the FY 2002-03 Adopted Budget. This is directly attributed to the weak State economy and budget actions by the State. This is particularly significant for the Health and Human Services



Summary of General Fund Financing Sources

Agency (HHSA) because over 88% of the State and Federal revenues received by the General Fund support the HHSA programs specifically. State funding for various health and social services programs is estimated to be 7.2% less than the Adopted FY 2002-03 level.

Significant Program Revenues include:

- **Tobacco Settlement Revenues** (\$32.2 million in Fiscal Year 2003-04 and \$22.5 million in FY 2004-05) by Board policy are dedicated to health-based programs. These revenues are the result of the historic Master Settlement Agreement between the Attorneys General of California and several other states and the four major tobacco companies in 1998. The agreement provided over \$206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present, and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

To ensure the future receipt of the Tobacco Settlement Payments, some counties and states have opted to securitize these payments. Securitization is the process where the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and received \$466 million in January 2002 in exchange for its Tobacco Settlement Payments.

- **Realignment Revenues** (\$267.2 million in Fiscal Year 2003-04 and \$276.3 million in Fiscal Year 2004-05), are received from the State to support health, mental health, and social services programs. The term Realignment refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health, and social services programs, along with altered funding ratios and the provision of dedicated sales tax and vehicle license fee revenues to pay for these changes. While

generally considered successful, the slowdown in the economy has caused the dedicated revenue stream to lag caseload growth. Due to the strong State economy during Fiscal Years 1999-00 and 2000-01, significant annual growth of approximately 10.3% was experienced. While the annual growth of the last two years was only 1.2%, a mild economic recovery is expected to start in the second half of 2003. For Fiscal Years 2003-04 and 2004-05, 3.1% and 3.5% growth in Realignment Revenues is expected, respectively.

- **Proposition 172-Public Safety Sales Tax Revenues** (\$191.4 million in Fiscal Year 2003-04 and \$202 million in FY 2004-05) support programs and services of the Public Safety Group. The revenues derive from a one-half cent increase in the statewide sales tax that was approved by the voters in 1993 and distributed to counties and cities based on population and relative levels of taxable sales in each county. During Fiscal Years 1999-00 and 2000-01 these revenues grew at a healthy rate of 16.1% and 8.4% respectively. In FY 2001-02, revenues generated were 4.2% below actuals received in FY 2000-01 due to reduced statewide sales tax revenues. The current year's budgeted revenues are estimated to be realized and will reflect a 5.5% increase over FY 2001-02 actual revenue. The 5.5% annual increase is expected to be repeated for Fiscal Years 2003-04 and FY 2004-05.

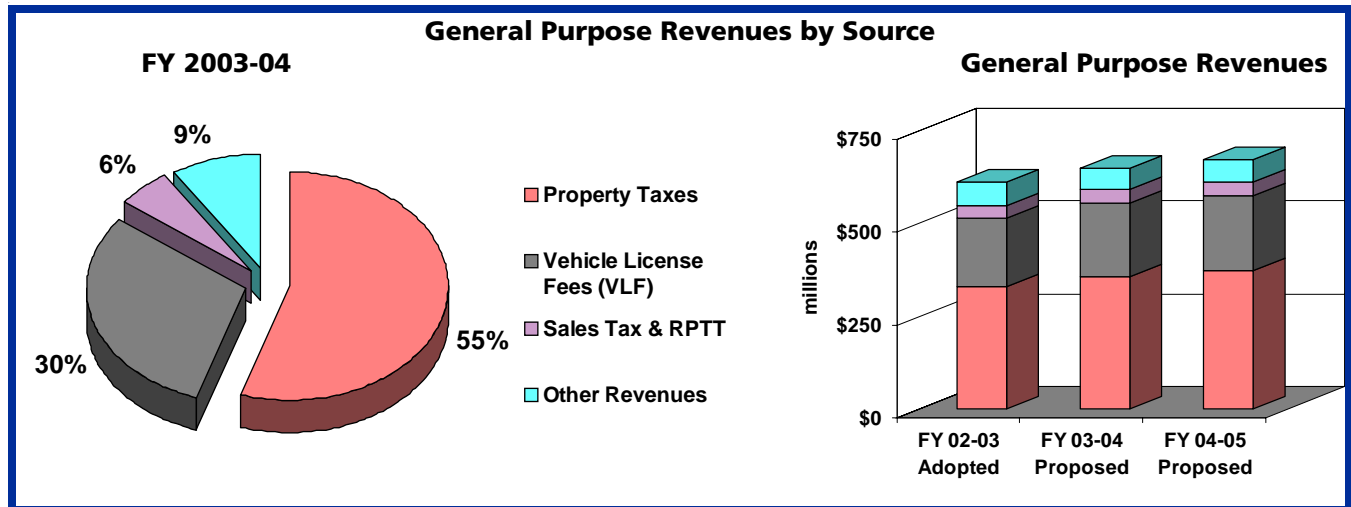
General Purpose Revenues, which make up 24% of General Fund financing sources, are discussed in the following section.

Fund Balance, 3% of General Fund Financing Sources in FY 2003-04, is the result of careful management of resources Countywide in past years. Fund Balance of \$90.1 million is projected to be used for one-time expenses in County operations in Fiscal Year 2003-04 with \$43.7 million allocated to Fiscal Year 2004-05.

General Purpose Revenues

General Purpose Revenues by Source

General Purpose Revenues for FY 2003-04 and FY 2004-05 are estimated at \$646.6 million and \$668.4 million respectively. This represents approximately 24% of General Fund Financing Sources. The revenues come from property taxes, sales taxes, vehicle license fees (VLF), real property transfer tax (RPTT), and miscellaneous other sources. They may be used for any purpose that is a legal expenditure of County funds. The Board, therefore, has the greatest flexibility in allocating these revenues. All of these revenues are directly affected by the local and State economies. San Diego's economy has outperformed both State and national growth in recent years; this has been reflected in the County's General Purpose Revenues with a 6.3% annual average growth for Fiscal Years 2000-01 and 2001-02. These increases were the result of solid local employment, rising income levels, and population growth, which were reflected in the County's property values, and real estate and retail sales as well as State economic health during 2000-01. For this planning period, an overall growth rate of 6.3% is estimated (\$38.5 million) compared to the Fiscal Year 2002-03 Adopted Operational Plan. More detail is provided below regarding the four largest sources of General Purpose Revenues.



General Purpose Revenues by Source (in millions)

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Property Taxes	\$ 326.6	\$ 356.2	9.05	\$ 372.2	4.48
Vehicle License Fees (VLF)	184.7	195.0	5.55	200.8	2.97
Sales Tax & RPTT	34.7	37.0	6.67	37.2	0.67
Other Revenues	62.0	58.4	(5.82)	58.2	(0.32)
Total	\$ 608.1	\$ 646.6	6.34	\$ 668.4	3.37



General Purpose Revenues

Property Tax Revenues, (\$356.2 million in FY 2003-04 and \$372.2 million in Fiscal Year 2004-05), current secured and unsecured, at 55% of the total, are the most significant source of General Purpose Revenues. For the last three years local secured growth has been high (8.8% average annual growth) due to the County's strong overall economy and healthy real estate markets. However, the State assessed Unitary Roll has decreased by a total of 10% over the three fiscal year periods from 1999-2000 through 2002-2003. At present, real estate activity is still strong, due to stable low mortgage rates, the limited supply of housing for sale, and the area's population growth. Property tax assessments are based on the value of County real and personal property. Property tax revenues in Fiscal Year 2003-04 are forecast to grow by \$29.6 million over the Fiscal Year 2002-03 Adopted Operational Plan, a growth rate of 9.0%. However, given the projected slower growth in employment and income levels, property tax revenue growth is expected to slow in Fiscal Year 2004-05 with a growth rate of 4.5% or \$16.0 million.

Vehicle License Fees Revenue (VLF) comprises 30% (\$195 million) of projected General Purpose Revenues in Fiscal Year 2003-04 and 30% (\$200.8 million) in Fiscal Year 2004-05. VLF is the annual fee paid to the State on the ownership of a registered vehicle in California in place of taxing vehicles as personal property. It is distributed to counties and cities on a per capita basis. The growth in this revenue depends on the number and value of vehicles statewide, influenced by the number and cost of new car purchases. VLF growth in the last two years has accordingly reflected the robust automobile sales in the State, realizing an average 14.9% annual growth for the County of San Diego. Due to the slowdown in the economy, a slower growth of 5.5% is estimated for Fiscal Year 2003-04 for a \$10.3 million increase over Fiscal Year 2002-03. VLF growth for Fiscal Year 2004-05 is projected to be \$5.8

million or a 3.0% increase. Previously, because of strong income tax and sales tax revenues, the State lowered the VLF paid by car owners up to 67%, but made up the revenues to local government from State general revenues. The Governor's Proposed Budget eliminated this VLF backfill, but subsequent discussions appear to have made this action unlikely. The County is anticipating that it will continue to receive the full level of VLF funding.

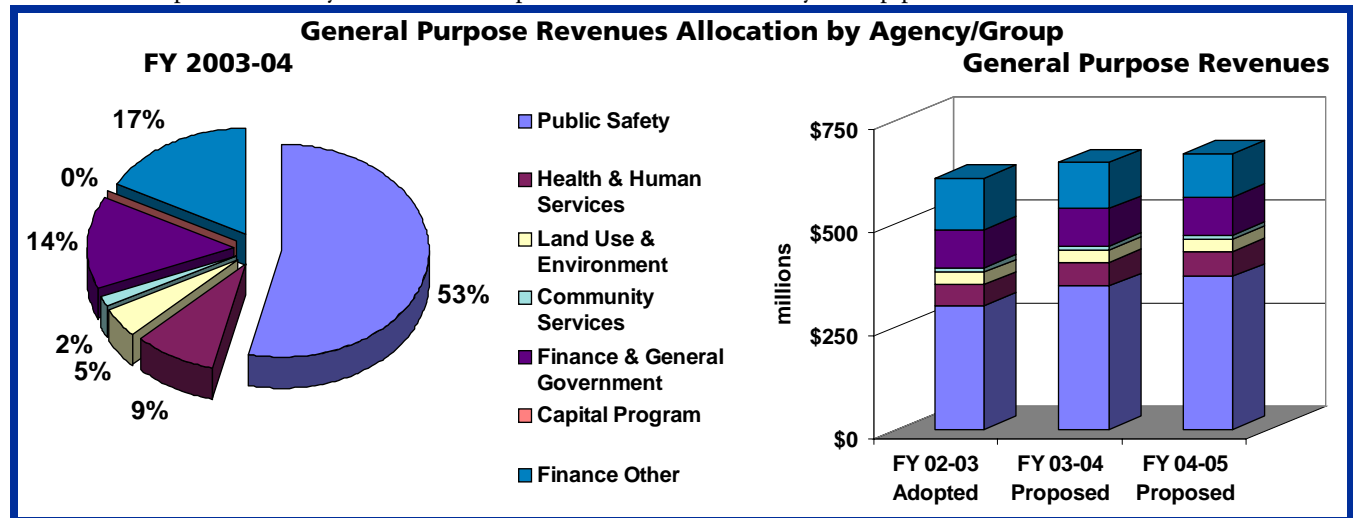
Sales Tax Revenue (\$20 million in Fiscal Year 2003-04 and \$20.8 million in Fiscal Year 2004-05) represents about 3.1% of General Purpose Revenues and is derived from taxable sales by businesses located in unincorporated County areas. Its growth is generally impacted by population and income but is primarily due to economic development and new business formation in the County. Sales Tax remains relatively strong in the unincorporated area with a growth of \$1.28 million (6.8%) over the Fiscal Year 2002-03 Operational Plan expected in Fiscal Year 2003-04. Sales Tax growth in Fiscal Year 2004-05 is anticipated to be \$0.8 million (4.0%) over Fiscal Year 2003-04.

Real Property Transfer Tax Revenue (RPTT) for Fiscal Year 2003-04 is projected to be \$17 million, a 6.5% increase over the Fiscal Year 2002-03 Adopted Operational Plan (\$16 million), reflecting growth primarily in residential activity as well as in industrial and retail real estate activity. A decrease of \$0.55 million or 3.0% is expected in FY 2004-05. The Real Property Transfer Tax is paid when any lands, tenements, or other realty is sold and granted, assigned, transferred or conveyed to the purchaser exceeding \$100. The tax rate, set at the State level, is \$1.10 per 1,000 of assessed valuation. The County collects 100% of all the transactions in the unincorporated area and 50% of the transactions in the incorporated area.



Allocation of General Purpose Revenues by Group

General Purpose Revenues are allocated annually based on the strategic direction of the County as set by the Board of Supervisors. The Agency/Groups then combine their respective General Purpose Revenues allocations with Program Revenues, which often require a level of County funding as a condition of receipt. The Public Safety Group, at 27% of the County's total budget, is budgeted to spend 54% of the County's General Purpose Revenues. By contrast, the Health and Human Services Agency's budget represents 44% of the County total, but receives 9% of the General Purpose Revenues. These allocation decisions are the result of a combination of available program revenues, Federal/State service delivery mandates, and priorities set by the Board of Supervisors. The Public Safety Group provides services that receive limited



General Purpose Allocations by Agency/Group (in millions)

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Public Safety	\$ 300.1	\$ 347.2	15.69	\$ 370.3	6.66
Health & Human Services	50.1	58.1	16.13	60.9	4.74
Land Use & Environment	29.3	29.3	0.00	30.1	2.54
Community Services	12.6	10.1	(19.67)	9.3	(7.78)
Finance & General Government	92.1	90.1	(2.21)	92.5	2.72
Capital Program	0.0	0.0	0.00	0.0	0.00
Finance Other	123.8	111.7	(9.80)	105.2	(5.78)
Total	\$ \$608.1	\$ \$646.6	6.34	\$ \$668.4	3.37



General Purpose Revenues

Federal and State funding, while the Health and Human Services Agency provides services that are mandated at some level by the Federal and State governments and thus receive significant amounts of Program Revenue. The above chart shows the General Purpose Revenues to be used to support each Agency/Group for Fiscal Years 2003-04 and 2004-05.

Capital Projects

Capital Projects

The Capital Projects Funds include appropriations for new projects as well as previously approved but not yet completed projects. The following chart depicts the distribution of those appropriations.

Capital Appropriations

	Dollar Amount	Number of Projects
New Projects (2003–2004)		
Capital Outlay Fund	\$8,637,000	10
Total—New Projects	\$8,637,000	10
Projects Underway		
Capital Outlay Fund	\$ 64,284,137	112
Justice Facility Construction	37,673,328	34
County Health Complex	\$7,138,983	17
Library Projects	\$7,684,972	11
Total—Projects Underway	\$ 116,781,420	
Grand Total	\$ 125,418,420	184

The 2003–04 Capital Budget for new projects is offset by revenues from the following sources:

Capital Expenditures Offset Sources

	Dollar Amount
General Revenue Allocation	\$ 7,800,000
Inactive Waste Sites	\$530,000
Trust Fund	\$75,000
Parkland Dedication	\$232,000
Total Revenue	\$ 8,637,000

The Capital Program section of this Operational Plan (page 323) details new projects and projects underway, and includes a schedule of lease-purchase payments related to previously completed projects.

Projected Reserves and Resources

Projected Reserves and Resources

The County maintains a prudent level of reserves for various purposes. Based on this Operational Plan, anticipated reserves and other available County resources as of July 1, 2003 would be:

Projected County Reserves and Resources (in millions)

	Dollar Amount
General Reserve	\$ 55.50
General Fund Contingency Reserve-Operations	11.00
Agency/Group Management Reserves	11.87
Debt Service Reserves	26.60
Environmental Trust Fund Reserves	88.00
Endowment Fund Tobacco Securitization SR	378.50
Workers Compensation Reserve	32.00
Public Liability Reserve	19.50
Total County Reserves and Revenues	\$ 622.97

Long- and Short-Term Financial Obligations

Long- and Short-Term Financial Obligations

The County has no outstanding general obligation bonds. The County's outstanding principal bonded debt as of June 30, 2003 will be:

Outstanding Principal Bonded Debt (in millions)

	Dollar Amount
Certificates of Participation	\$ 434.9
Pension Obligation Bonds	824.5
Redevelopment Agency Revenue Bonds	4.4
Total	\$1,263.8

Long-term Obligations

Certificates of Participation were first used in 1955 with the financing of the El Cajon Administrative Building. Since then the County has made use of various lease arrangements with certain financing entities, such as joint powers authorities, the San Diego County Capital Asset Leasing Corporation, or similar nonprofit corporations. Under these arrangements the financing entity usually constructs or acquires capital assets with the proceeds of lease revenue bonds or certificates of participation and then leases the asset or assets to the County.

Pension Obligation Bonds were issued by the County in February 1994 to fund prior unfunded actuarial accrued liability of the San Diego County Employees Retirement Association (SDCERA) pension trust fund. As a result of the County implementing an improved retirement plan in March 2002, the County issued \$737 million of taxable pension obligation bonds on October 3, 2002. The County made a \$550 million contribution to the San Diego County Employees Retirement System, thus reducing the unfunded accrued liability. The remaining proceeds were used to

refinance a portion of the County's 1994 Pension Obligation Bonds in order to take advantage of the lower interest rates, and to pay for related costs of issuance.

Redevelopment Agency revenue bonds are obligations of the Agency and are used to finance the Agency's capital improvements.

Short-term Obligations

The County's short-term financing obligations consist of two components:

Tax and Revenue Anticipation Notes (TRANS) borrowing is intended to assist County operations with seasonal cash flow shortages during the year. For Fiscal Year 2003-04, based on estimated budget resources, approximately \$300.0 million is to be borrowed for this purpose.

Short-term Teeter Obligation notes are secured by future collections of delinquent property taxes and are used to provide various taxing agencies the amount of their property taxes without regard to such delinquencies. In Fiscal Year 2003-04, based on outstanding balances for current Teeter Obligation notes and projected tax revenues, approximately \$64.2 million is to be borrowed for this purpose.

Credit Rating and Bonding Program

Credit Rating and Bonding Program

The County of San Diego's credit ratings are:

Credit Ratings			
	Moody's	Standard & Poors	Fitch IBCA, Duff & Phelps
Certificates of Participation	A1	AA-	AA-
Pension Obligation Bonds	Aa3	AA-	AA-
Issuer Credit Rating	Aa2	AA	
Pool		AAAF/S1	

Credit Rating

The last review by the rating agencies in June of 2002 sustained the County ratings at the May 2001 level (see chart). The ratings reflect the County's very strong general credit characteristics, including a diversified economy with steady property value growth, significant financial reserves achieved with good planning and prudent forecasting, and moderate debt burden coupled with modest needs. They further state that management efforts also established sound operating policies and procedures.

In October of 2001 and June of 2002 Moody's Investor Service placed a negative outlook on all California counties' long term debt ratings. The action was triggered by the State of California's budget deficit projected for fiscal years 2003 and beyond.

The San Diego County Investment Pool continues to hold an AAAf/S1 rating from Standard & Poor's. The rating reflects the extremely strong protection the pool's portfolio investments provide against losses from credit defaults. The pool invests primarily in 'AAA' or 'A-1/P-1/F-1' rated securities. The 'S1' volatility rating signifies that the pool possesses low sensitivity to changing market conditions given its low-risk profile and conservative investment policies.

Bonding Program

Debt Management is an important component of the County's financial management practices. As the foundation for management of the County's long-term debt, the County Board of Supervisors adopted a Long-Term Obligations Management Policy on August 11, 1998. The Policy centralizes information concerning the issuance of long-term obligations, and also includes: review of outstanding obligations aggressively refinancing the County's existing debt profile when economically feasible; guidelines for the administration of and compliance with disclosures and covenants; directives for good relations with the rating agencies and the investors in County of San Diego's long-term obligations; and restrictions on the types of long-term issuances and amount of risk the County of San Diego will accept.

The County also acts as conduit issuer, whereby the County issues long-term bonds on behalf of a qualifying entity that is responsible for all costs in connection with the bonds. Bonds issued under the conduit program are not considered to be a debt of the County. During fiscal year 2002/03 the County acted as conduit issuer for the San Diego-Imperial Counties Developmental Services Inc., a nonprofit public entity that provides services and supports the needs of people with developmental disabilities and their families.



Spring Valley Multifamily Housing Project, which will be providing low income housing units to the residents of Spring Valley, also participated in the conduit program.

Financial Planning Calendar

On-Going

Organizational Goals—The Board of Supervisors provides on-going policy direction to the Chief Administrative Officer (CAO). The CAO, in conjunction with his Executive Team, reviews the County's mission, strengths, and risks to develop and refine the Strategic Plan which defines the County's long-term goals.

November–February

Five-Year Goals—The CAO, General Managers, and Chief Financial Officer (CFO) develop a Five-year forecast of revenues and expenditures, and a preliminary analysis of key factors impacting this analysis. In coordination with the CFO, the Agency/Groups and their respective Departments develop preliminary short- and medium-term operational objectives that contribute to meeting the Strategic Plan goals, and allocate the necessary resources to accomplish the operational objectives.

March–April

Preparation of Proposed Operational Plan—Agency/Groups and Departments plan specific objectives as part of the preparation of the Operational Plan. Objectives are clear and include measurable targets for accomplishing specific goals. The Operational Plan includes discussion of the proposed resources necessary to meet those goals, as well as a report of the accomplishments of the prior year.

May

Submission of the Proposed Operational Plan—The CAO submits a two fiscal year Proposed Operational Plan to the Board. The Board accepts the CAO's Proposed Operational Plan for review, publishes required notices, and schedules public hearings.

June

Public Review And Hearings—The Board conducts public hearings on the Operational Plan for a maximum of ten days. This process commences with Community Enhancement Program presentations.

All requests for increases to the Proposed Operational Plan must be submitted to the Clerk of the Board in writing by the close of public hearings. Normally, the CAO submits a Proposed Change Letter recommending modifications to the Proposed Operational Plan. Additionally, Board members may submit Proposed Change Letters.

Deliberations—After the conclusion of public hearings, the Board discusses with the CAO and other County officials as necessary the Proposed Operational Plan, requested amendments, and public testimony. Based on these discussions, the Board may modify the CAO's Proposed Operational Plan. The Board's deliberations are scheduled for one week and are generally completed by the end of June.

August

Adoption of Budget—Subsequent to completing deliberations, all Board approved changes are incorporated into the Operational Plan and are included in a Line-Item Budget format which contains the first year of the Plan for the Board's adoption. In addition to adopting the Line-Item Budget, by accepting the Operational Plan the Board approves in concept the second year of the Plan. The Board may also approve a supplemental plan resolution, reflecting final estimates of fund balance, property taxes, and the setting of appropriation limits.

Summary Of Related Laws, Policies, and Procedures

California Government Code

Government Code Sections §29000 through §30200 provide the statutory requirements pertaining to the form and content of the State Controller's prescribed Line-Item Budget.

Charter

Section 703.4—The Chief Administrative Officer (CAO) is responsible for all Agency/Groups and their departments and reports to the Board of Supervisors on whether specific expenditures are necessary.

Administrative Code

Sections 115–117—The CAO is responsible for budget estimates and submits recommendations to the Board of Supervisors.

Board Of Supervisors Policies

A-91 Allocations/Use Of Mid-Year Department Savings—restricts mid-year appropriations to responses to mandated or emergency issues only.

B-29 Fees, Grants, Revenue Contracts—provides a methodology and procedure to encourage County departments to recover full cost for services whenever possible.

B-51 Grants, Awards & Revenue Contracts—requires County departments to certify in writing that a proposed activity or project funded primarily by the State or Federal government would be worthy of expending County funds if that outside funding were not available.

M-26 Legislative Policy—Long-Term Financing of County Government—calls on the Legislature to redress inequitable State funding formulas.

Administrative Manual

0030-13 Budget Program/Project Follow-Up—Sunset dates will be placed on programs intended to have limited duration, and related staff and other resources will not be shifted to other activities without the Board of Supervisors' approval.

0030-14 Use Of One-Time Revenues—One-time revenue will be appropriated only for one-time expenditures such as capital projects or equipment, not to on going programs.

0030-17 General Fund Reserves—This reserve would provide a sound fiscal base for the County's budget to meet the emergency requirements of extraordinary events.

0030-18 Transfer Of Excess Cash Balances To General Fund—This provides for excess bond proceeds from Joint Powers Agency activities to be transferred to County use.

0030-19 Revenue Match Limitations—Revenue matches will be limited to the mandated level unless clear justification is provided which results in a waiver of this policy by the Board of Supervisors.

Basis of Accounting

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets. Trust and Agency funds are custodial in nature and do not involve measurement of results of operations.

All proprietary funds, the pension trust fund and the investment trust fund are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the



balance sheet. Fund equity for the proprietary funds (i.e., total net assets) is segregated into net assets invested in capital assets, net of related debt, and restricted net assets on the County's Comprehensive Annual Financial Report. Proprietary fund-type operating statements present increases (e.g., revenues) and decreases (e.g., expenses) in net total assets. Financial Accounting Standards Board Statements issued after November 30, 1989 are not applied in reporting proprietary fund operations.

Governmental fund types are accounted for using the modified accrual basis of accounting. Revenues are recognized when susceptible to accrual, (i.e., both measurable and available). Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The County considers this to be one year. In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the individual programs are used as guidance. Revenues that are accrued include property taxes, sales tax, interest, and State and Federal grants and subventions.

Expenditures are generally recognized when the related fund liability is incurred. Exceptions to this general rule include: principal and interest on long-term debt is recognized when due; prepaid expenses are reported as current period expenditures, rather than allocated; and accumulated unpaid vacation, sick leave, and other employee benefits are reported in the period due and payable rather than in the period earned by employees.

Proprietary fund types, the pension trust fund, the investment trust fund, and agency fund are accounted for on the accrual basis of accounting. Their revenues are recognized in the period earned and expenses are recognized in the period incurred. There are no unbilled utility service receivables for the proprietary fund types.

General Budget Policies

A Line-Item Budget is adopted each fiscal year for the governmental funds. Unencumbered appropriations for the governmental funds lapse at fiscal year-end. Encumbered appropriations are carried forward to the subsequent fiscal year. The County's financial statement, the Comprehensive Annual Financial Report (CAFR), is prepared using generally accepted accounting principles (GAAP). Budgets for the governmental funds are adopted on a basis of accounting which is different from GAAP.

The major areas of differences are:

- Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts) are reported as budgeted expenditures in the year the commitment to purchase is incurred. For GAAP purposes, encumbrances outstanding at fiscal year-end are reported as reservations of fund balances and do not constitute expenditures and liabilities, because the appropriations for these commitments will be carried forward and the commitments honored in the subsequent fiscal year.
- Long-term capital lease obligations are not budgeted as an expenditure and source of funds in the year the asset is acquired. Under a GAAP basis, such obligations are included as an expenditure and source of funds in the year the asset is acquired.
- Loans and deposits to other agencies, if any, and their subsequent repayments are budgeted as expenditures and revenues, respectively. Under a GAAP basis, these items are not recognized as expenditures and revenues.
- On a budgetary basis, unrealized gains and losses on the fair value of investments are not recognized. For GAAP purposes, such gains or losses are recognized.

Expenditures may not legally exceed budgeted appropriations at the expenditure object level within each department. Amendments to the adopted budget require Board of Supervisors' approval.

Public Safety Group

Public Safety Group

.....
**Public Safety Group Summary & Executive
Office**
.....

District Attorney
.....

Sheriff
.....

Alternate Public Defender
.....

Child Support Services
.....

Citizens' Law Enforcement Review Board
.....

Emergency Services
.....

Medical Examiner
.....

Probation Department
.....

Public Defender
.....

Grand Jury
.....

Public Safety Group Summary & Executive Office



Group Description

The Public Safety Group provides administrative oversight and coordination of ten departments, including the elected offices of Sheriff and District Attorney. These departments provide effective and timely Criminal Justice, Emergency Services, and Child Support enforcement and collection services to the citizens of the County. The Group also serves as the County's liaison with the Courts. The Departments in the Public Safety Group are continuing to seek new efficiencies through technological innovation, a focus on customer satisfaction and an emphasis on new crime prevention strategies, in support of the County's three Strategic Planning Initiatives.

Mission Statement

To provide all County residents with an efficient and responsive criminal justice system in order to ensure the highest levels of public safety and security.

2002-03 Accomplishments

Crime Prevention

- Worked with the Regional Security Commission and the Office of Emergency Services to improve the County's terrorism preparedness activities.
- In collaboration with the Pennant Alliance and the Sheriff's Department, worked to provide County residents with information regarding the location of registered sex offenders on the County's web site.
- Supported community oriented policing initiatives, which generate greater public involvement in crime prevention efforts.
- Continued outreach to local schools emphasizing the importance of education and provided mentorship through Public Safety Group employees participation as role models in public speaking events.

Regional Leadership

- Assisted the Sheriff's Department towards receiving forensic laboratory accreditation, expected to be received in September 2003, by the American Society of Crime Laboratory Directors (ASCLD) for the Sheriff's Crime Lab.
- Supported the Health and Human Services Agency in its role as the County lead in the implementation of Proposition 36 and coordinated Public Safety Group efforts to ensure continued success of this drug treatment initiative.
- Negotiated a new five-year year contract for defense attorney services to the meet needs of indigent citizens in need of legal representation in criminal cases.
- Through the Group Diversity Coordinator, continued to identify training and education resources for employees throughout the Group emphasizing values, ethics, and acceptance.
- The Public Safety Group created an Administrative Development Academy for group employees to provide them with skills and training designed to enhance their opportunities for promotion within their department and Countywide.



Public Safety Group Summary & Executive Office

- Developed partnerships with seven Universities outside the San Diego Region to provide internship opportunities for students with interests in local government or the justice system.
- In collaboration with Southwestern College, developed report writing and forensic photography classes available to all County employees.

Technology

- Continued efforts toward the successful implementation of the Oracle and PeopleSoft Enterprise Resource Planning Systems for Finance and Human Resources within Public Safety Group Departments.
- Expanded the utilization of Performance Management software in capturing and reporting information necessary to manage operations.

Fiscal Stability

- Identified sources of funding for the operating costs of East Mesa Juvenile Hall in the Fiscal Year 2003-04 Operational Plan.
- Worked with all Public Safety Group departments to improve County cash flow through timely transfers of funds from Trust funds to the General Fund.
- Worked with the Probation Department and the Department of General Services to maintain the construction schedule and budget for the East Mesa Juvenile Hall project.
- Balanced prudent reserves with operational needs to preserve fiscal stability.
- Continued to meet financial obligations of the group outlined in the Five Year Financial Forecast.
- Worked with the Office of Emergency Services to leverage funding for terrorism preparedness capabilities for the San Diego region by applying for and receiving three grants totaling over \$1.45 million for terrorism equipment and planning.

2003-05 Objectives

Strategic Initiative – Kids

- Continue to work with the Probation Department to ensure occupation of the East Mesa Juvenile Detention Facility by February 2004.
- Work with the Department of Child Support Services to increase public awareness of their services.
- Assist the Department of Child Support Services in meeting all Federal performance goals.
- Support crime prevention efforts designed to maintain the safety and security of children within the San Diego Region, including increasing the availability of Megan's Law database within the community.
- Continue to support effective management of dependency cases represented by the Public Defender and Alternate Public Defender in order to increase reunification opportunities for families.

Strategic Initiative – The Environment

- Support Public Safety Group Departments in enforcement of all laws that protect the environment.
- Provide Public Safety Group resources to assist other County departments with environmental issues.

Strategic Initiative – Safe and Livable Communities

- Work with the Sheriff's Department to upgrade the Regional Communications System (RCS) to improve interoperability for multi-agency responses to and communication at major events and emergencies.
- Promote effective utilization of multi-jurisdictional committees, including the Unified Disaster Council and the Regional Security Commission.
- Work with Public Safety Group Departments to provide increased awareness of services available to victims of domestic violence and other crimes.



- Complete development and installation of the Terrorism Public Education Campaign on the Office of Emergency Services website.
- Assist Health and Human Services Agency (HHSA) and the Probation Department in negotiations with the State to implement a program providing supervision and monitoring of sexually violent predators released from Atascadero State Hospital to San Diego County.
- Work in collaboration with the Sheriff's Department to plan the eSan Diego User's Network (eSUN) Trusted Network project in order to improve law enforcement communication throughout the region.

Executive Office Changes from 2002-03 Adopted

Expenditure

- Total expenditures are decreasing by \$8.2 million in the following areas: Salaries and Benefits is decreasing by \$89,000 due to the planned under filling of a vacant position. Services and Supplies is decreasing by \$0.4 million due to the cancellation of the Justice Data Integration (JDI) project budgeted in Fiscal Year 2002-03. Operating Transfers Out is decreasing by \$9.1

million due to the elimination of \$19.1 million prior year Proposition 172 revenue budgeted in Fiscal Year 2002-03 and the increase of Proposition 172 funds projected for Fiscal Year 2003-04 of \$10.0 million. Management Reserves is increasing by \$1.3 million to offset the recovered overhead costs budgeted in the Department of Child Support Services.

Revenue

- Intergovernmental Revenues is increasing by \$10.0 million to reflect a proposed 5.5% increase in Proposition 172 revenue. Other Financing Sources is decreasing by \$500,000 due to the elimination of funding for the JDI project, which was cancelled.
- Fund Balance is being reduced by \$19.3 million due to the elimination of one-time prior year Proposition 172 funds and Public Safety Group Fund balance utilized in Fiscal Year 2002-03.
- General Revenue Allocation is increasing by \$1.4 million primarily associated with offsetting expenditures of \$1.3 million in Management Reserves for Child Support Services recovered overhead costs, and the remaining \$134,000 is due to increased cost of operations.



Public Safety Group Summary & Executive Office

Staffing by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Public Safety Group	12.00	12.00	0.00	12.00	0.00
District Attorney	1,038.00	1,038.00	0.00	1,038.00	0.00
Sheriff	4,041.25	4,043.25	0.05	4,043.25	0.00
Alternate Public Defender	102.00	102.00	0.00	102.00	0.00
Child Support Services	900.00	790.00	(12.22)	790.00	0.00
Citizens' Law Enforcement Review Board	4.00	4.00	0.00	4.00	0.00
Emergency Services	10.00	10.00	0.00	10.00	0.00
Medical Examiner	50.00	50.00	0.00	50.00	0.00
Probation Department	1,490.99	1,497.75	0.45	1,535.00	2.49
Public Defender	369.00	369.00	0.00	369.00	0.00
Grand Jury	1.00	—	(100.00)	—	(100.00)
Total	8,018.24	7,916.00	(1.28)	7,953.25	0.47

Expenditures by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Public Safety Group	\$ 205,277,949	\$ 196,990,142	(4.04)	\$ 207,366,850	5.27
District Attorney	91,028,101	98,767,305	8.50	101,367,307	2.63
Sheriff	393,494,445	438,582,888	11.46	447,211,345	1.97
Alternate Public Defender	12,244,955	13,100,134	6.98	13,635,382	4.09
Child Support Services	59,752,698	57,294,083	(4.11)	61,683,601	7.66
Citizens' Law Enforcement Review Board	449,606	493,102	9.67	509,492	3.32
Emergency Services	1,807,398	1,673,413	(7.41)	1,697,478	1.44
Medical Examiner	5,460,307	6,362,255	16.52	6,437,343	1.18
Probation Department	136,132,101	146,943,026	7.94	155,149,686	5.58
Public Defender	39,183,290	43,733,846	11.61	43,543,359	(0.44)
Grand Jury	479,748	—	(100.00)	—	(100.00)
Contribution for Trial Courts	69,740,499	68,874,679	(1.24)	68,967,457	0.13
Defense Attorney / Contract Administration	6,664,440	7,994,570	19.96	8,099,440	1.31
Total	\$ 1,021,715,537	\$ 1,080,809,443	5.78	\$ 1,115,668,740	3.23



Public Safety Group Summary & Executive Office

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Public Safety Executive Office	10.00	10.00	0.00	10.00	0.00
Juvenile Justice Commission	2.00	2.00	0.00	2.00	0.00
Total	12.00	12.00	0.00	12.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Public Safety Executive Office	\$ 4,624,690	\$ 5,446,639	17.77	\$ 5,277,967	(3.10)
Juvenile Justice Commission	135,437	105,671	(21.98)	121,971	15.43
Public Safety Proposition 172	200,517,822	191,437,832	(4.53)	201,966,912	5.50
Total	\$ 205,277,949	\$ 196,990,142	(4.04)	\$ 207,366,850	5.27

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 1,530,298	\$ 1,441,299	(5.82)	\$ 1,561,104	8.31
Services & Supplies	2,829,829	2,436,011	(13.92)	2,438,834	0.12
Other Charges	400,000	400,000	0.00	400,000	0.00
Operating Transfers Out	200,517,822	191,437,832	(4.53)	201,966,912	5.50
Management Reserves	—	1,275,000	(100.00)	1,000,000	(21.57)
Total	\$ 205,277,949	\$ 196,990,142	(4.04)	\$ 207,366,850	5.27

Budget by Categories of Revenue

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	19,299,755	—	(100.00)	—	(100.00)
Revenue From Use of Money & Property	2,358,520	2,480,891	5.19	2,497,191	0.66
Intergovernmental Revenues	181,457,661	191,437,832	5.50	201,966,912	5.50
Charges For Current Services	400,000	400,000	0.00	400,000	0.00
Other Financing Sources	500,000	—	(100.00)	—	(100.00)
General Revenue Allocation	1,262,013	2,671,419	111.68	2,502,747	(6.31)
Total	\$ 205,277,949	\$ 196,990,142	(4.04)	\$ 207,366,850	5.27



District Attorney



Department Description

The Office of the District Attorney contributes to the general public safety and quality of life in San Diego County through the efficient prosecution of felony crimes throughout the County and misdemeanor crimes in seventeen cities and the unincorporated areas. The District Attorney assists victims and survivors of crime, protects families and children by making communities safer and protects the taxpayer by investigating and prosecuting consumer and public assistance fraud.

Mission Statement

The San Diego District Attorney, in partnership with the community we serve, is dedicated to the pursuit of truth, justice, the protection of the innocent, and the prevention of crime through the vigorous and professional prosecution of those who violate the law.

2002-03 Accomplishments

Crime Prevention

- **Supported a program to enhance Juvenile Literacy.** In September 2002, began a cooperative effort with the Juvenile Court to provide Juvenile Literacy instruction at the Juvenile Ranch and Camp Barrett. As of February 2003, the program has taught 133 students and graduated 68 students. Tests given to the graduates indicate remarkable improvement in reading and comprehension.
- **Partnered with other agencies to uncover organized automobile insurance fraud.** Partnered with the California Highway Patrol and the California Department of Insurance (CDI) to form a Task Force to investigate and prosecute groups involved in organized automobile insurance fraud. The types of crimes investigated and prosecuted include: falsely reporting a vehicle stolen in order to collect insurance; staged accidents; economic auto theft, which includes vehicle theft for financial gain, switching vehicle identification numbers in order to obtain titles to stolen vehicles, “chop shops”; and medical and legal professionals who improperly bill insurance carriers relating to automobile accidents. This Task Force, which is housed within the San Diego office of the CDI, includes investigators from all three law enforcement agencies and prosecutors from the District Attorney’s Office Insurance Fraud Division.
- **Created a multi-agency Identity Theft (ID) Task Force.** The CATCH-ID theft team (San Diego and Carlsbad Police Departments and the California Department of Justice) was formed in May 2002 to combat the escalating number of identity theft cases. The team structure was created based on the premise that a small number of suspects commit a large number of identity theft crimes. CATCH-ID operates as a proactive enforcement unit conducting searches of parolees and probationers with ID theft criminal histories and then vertically prosecuting probation violators along with new offenses. In the first 6 months of operation, CATCH-ID investigators conducted 164 compliance checks and found that more than 50% of the probationers and parolees were committing new crimes, in violation of their probation. This successful program is being replicated throughout the state.
- **Conducted a community forum** on officer-involved shootings in Ocean Beach to inform the public of the role of the District Attorney.



- **Protected the environment** by prosecuting those involved with illegal storage and dumping of paint, grease and other hazardous waste materials, and those issuing passing smog certificates to polluting vehicles. All of the cases prosecuted by the District Attorney's Environmental Protection Unit protect the County's citizens from harmful pollutants in their air and water supplies, and protect and preserve the County's bays and beaches.

Human Resources Modernization

- Expanded intranet web presence by listing current job opportunities and skills enhancement resources.
- Created new in-house computer software classes for Microsoft Office XP.
- Created and conducted six new leadership courses for support staff managers and supervisors.
- Expanded training for core supervisory skills by developing the following classes: Personnel Selection & Termination Procedures, Family Friendly Leave Procedures, Job Expectations, Performance Evaluation and how to write and present evaluations which link to employee's identified growth goals.
- Established a goal to train 100% of District Attorney employees about the prevention of sexual harassment by December 31, 2003.

Technology

The District Attorney continued to provide a reliable computing environment with equipment and systems that keep pace with advancing technology standards.

Achievements included:

- Installed a Storage Area Network to improve data availability for critical systems.
- San Diego County was the first District Attorney's Office in California to make the Megan's Law database available to the community.

- Provided multi-media capability on the network to all District Attorney Offices across the county.

Fiscal Stability

- Proactively managed balances of trust funds by instituting a more timely transfer of funds to the County General Fund.
- Updated business processes to maximize the benefits of the Oracle Financial and PeopleSoft Human Resources Enterprise Resource Planning Systems.
- Aligned the Public Assistance Fraud Program to the reduced resources available. Reductions were made in every area of the program. The District Attorney will work closely with the Health and Human Services Agency and the Board of Supervisors to target remaining resources to the highest priority fraud investigations.

2003-05 Objectives

The District Attorney is fully participating in the County's General Management System. In the upcoming year the District Attorney will restructure the organization to be more responsive to community needs. The District Attorney will utilize a business discipline throughout the organization to manage limited resources and to direct those resources to the County's Strategic Initiatives listed below.

Strategic Initiative – Kids

- Broaden the availability of the Megan's Law database to parents and the community.
- Actively participate in the expansion of the "one-stop shop" model that provides the nation's most comprehensive services for victims of domestic violence. The District Attorney is partnering with the San Diego City Attorney to incorporate lessons learned from the San Diego Family Justice Center to a county-wide model.



- Add five schools to the BRITE (Building Roads to Intervene in Truants' Education) program that partners students, parents and educators in meetings and conferences to promote the reduction of truancy in public schools.
- Raise community awareness about children who are exposed to methamphetamine labs in their homes.
- Educate parents about the importance of supervising their children while on the internet with the Protecting Children On Line campaign.

Strategic Initiative – The Environment

- The District Attorney's Environmental Protection Unit will work with the Land Use and Environment Group to ensure the safety of the public and protection of our environmental resources by developing a program for effective environmental code enforcement through civil abatement procedures and pursuit of criminal enforcement when necessary.

Strategic Initiative – Safe and Livable Communities

- To be a visible and participating member of the County team and the community at large.
- To sponsor a second Truancy Summit in September 2003 to focus on current topics impacting school districts and truancy programs such as: "How to Combat Truancy Effectively During Budget Cuts".
- Continue to outreach to the public and provide referral information about all services available to victims of domestic violence and other crimes.
- To be committed to strengthening the rights of victims and ensuring their voices are heard.
- To restructure all prosecution services offered by San Diego County around key public safety priorities.
- To redirect existing resources to create units focusing on sexual assaults and narcotics crimes. One priority of the District Attorney is to create a methodical approach to

reduce the supply of and demand for drugs in our County. It is also a priority of the Sexual Assault unit to educate college students about the dangers of date rape drugs.

- To focus on unsolved homicide cases and to review all case outcomes utilizing redirected existing resources.
- To focus on combating gang crime by facilitating a partnership of community agencies to promote gang prevention in South Eastern San Diego.
- To suppress white collar crime, with vigorous investigation and prosecution. As part of this goal, the Real Estate Fraud program will be expanded.

To deliver the outcomes mentioned above, the District Attorney will exercise the key disciplines of the County, including:

- **Fiscal Stability** Implement the County General Management System (GMS) to manage and control the Department's financial resources. Work closely with the Health and Human Services Agency to conduct the Public Assistance Fraud Program within the resources available.
- **Customer Satisfaction** Establish a comprehensive media communications policy to foster accessible and honest relations with the media. Will articulate the District Attorney's prosecutorial priorities and create an organizational structure, which reflects these priorities, the District Attorney's Mission, and the needs of the community.
- **Regional Leadership** Establish partnerships with law enforcement and state and federal prosecutors.
- **Skilled Competent Workforce** Develop a new training program that relies primarily on in-house and in-county trainers. The establishment of an effective training and a mentoring program will improve the quality of trials and will establish a uniform merit based personnel practices and procedures.



- **Essential Infrastructure** Selected and appointed Division Chiefs and Assistant Division Chiefs who will ensure maximum utilization of the GMS to manage all divisions within the Department, and will complete a study of strengths and weaknesses, priorities, workload and staffing of each division and branch.
- **Information Management** Completing a comprehensive case management system with complete justice information to assist in measuring workload and allocating resources.
- **Accountability** Presenting monthly and quarterly reports to the Chief Administrative Office and the Public Safety Group.
- **Continuous Improvement** Fostering a versatile workforce with mentoring and training that will be prepared for the challenges of the future.
- Appropriations for Other Charges increase by \$286,000 due to increases of \$270,000 in the High Technology Theft Apprehension and Prosecution Program for CATCH contracts with law enforcement agencies, and increases of \$100,000 in the Regional Auto Theft Task Force for operating and overtime costs for 11 participating agencies. These charges decrease by \$85,000 due to reductions in the Public Assistance Fraud Program.
- Funds for the purchase of Fixed Assets are reduced by \$470,000 due to the lack of both grant funds and general revenues for these purchases.
- Transfers and Reimbursements by \$2.7 million for the Public Assistance Fraud Division to reflect the revenue available for income assistance fraud investigation and prosecution from the Health and Human Services Agency. The program staffing and support costs are adjusted to match the available revenue.

Changes from 2002-03 Adopted

Expenditures

- The Fiscal Year 2003-2004 Operational Plan includes salary and benefit cost increases associated with negotiated salary and benefit agreements. The Operational Plan removes funding for 109 vacant positions, 12 upcoming retirements and all temporary employees. All of these actions above result in a net increase of \$6.6 million in Salaries and Benefits.
- The Fiscal Year 2003-2004 Operational Plan reduces support expenditures by \$1.9 million or 14% to reflect reduced expenditures in grant programs and required office wide reductions in travel, the funds available for expert and medical testimony, witness expenses, books and publications, memberships, the District Attorney Special Fund, Automobile Maintenance Internal Service Fund and the Telecommunications Internal Service Fund. The Operational Plan also reflects decreased funding for leased space for the Public Assistance Fraud Program.
- The Operational Plan includes the establishment of a Management Reserve Fund in the amount of \$500,000 from current year Fund Balance as a contingency reserve for appropriate and approved one time expenditures.
- The Fiscal Year 2004-2005 Operational Plan includes an increase of \$4.7 million due to negotiated increases to salaries and benefits and a projected further salary adjustment of \$1.6 million for frozen positions.

Revenue

- The Fiscal Year 2003-2004 Operational Plan reflects the loss of the Drug Endangered Children and the Spousal Abuse Vertical Prosecution grants in the amount of \$273,799. The Plan also reflects the loss of \$950,000 in State reimbursement for mandated Child Abduction Recovery activities. The District Attorney will absorb these activities into the general prosecution and investigation activities of the organization.



- Intergovernmental Revenues decrease by \$583,000 in Fiscal Year 2003-2004 due to the termination of grant/program funding described above and offsetting increases in budgeted revenues for Workers Compensation Insurance Fraud and the Regional Auto Theft Task Force.
- Charges for Current Services increase by \$1.4 million due to the expansion of the Real Estate Fraud Program.
- Other Financing Sources decrease by \$1.4 million due to the full expenditure of all prior year Proposition 172 funds in reserve. In Fiscal Year 2004-2005, Proposition 172 funds are projected to increase by \$2.1 million or 5.4%.
- Fund Balance Revenue increases by \$5.2 million to support office wide appropriations for staff and support costs. Use of this one-time funding will permit an orderly restructuring to the service and staffing level sustainable by ongoing funding.

Staffing

- The Fiscal Year 2003-2004 Operational Plan includes 1,038 authorized staff years, yet funding is removed for 121 of these positions. Those positions will be frozen in the PeopleSoft Human Resources system pending the availability of future funding. Decisions on the allocation of District Attorney staff resources to programs and divisions will be made following a comprehensive organization-wide review of caseload and program priorities as discussed above.
- The staffing of the Administrative Program of the District Attorney has been adjusted to reflect the resources actually dedicated to this activity, which had previously been assigned to other Departmental Programs. This Operational Plan presentation is a full disclosure of the resources assigned to this activity.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Total Felony Prosecutions	16,500	15,600	15,910	16,230
Total Misdemeanor Prosecutions ¹	N/A	26,600	27,130	27,670
Public Assistance Fraud Investigations	40,000	39,140	30,000	30,000

¹ New Performance Measure added in 2002-03



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
General Criminal Prosecution	480.50	481.50	0.21	481.50	0.00
Specialized Criminal Prosecution	334.00	347.00	3.89	347.00	0.00
Juvenile Court	70.50	68.50	(2.84)	68.50	0.00
Public Assistance Fraud	122.00	96.00	(21.31)	96.00	0.00
District Attorney Administration	31.00	45.00	45.16	45.00	0.00
Total	1,038.00	1,038.00	0.00	1,038.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
General Criminal Prosecution	\$ 48,030,938	\$ 48,766,068	1.53	\$ 50,166,200	2.87
Specialized Criminal Prosecution	33,874,076	37,654,841	11.16	38,415,485	2.02
Juvenile Court	6,587,544	7,439,806	12.94	7,683,724	3.28
Public Assistance Fraud	(664,667)	(683,142)	2.78	(231,217)	(66.15)
District Attorney Administration	3,200,210	5,589,732	74.67	5,333,115	(4.59)
Total	\$ 91,028,101	\$ 98,767,305	8.50	\$ 101,367,307	2.63

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 84,722,894	\$ 91,340,263	7.81	\$ 94,434,681	3.39
Services & Supplies	13,715,719	11,775,697	(14.14)	11,781,281	0.05
Other Charges	2,406,137	2,692,818	11.91	2,692,818	0.00
Fixed Assets Equipment	533,544	63,416	(88.11)	63,416	0.00
Expenditure Transfer & Reimbursements	(10,350,193)	(7,604,889)	(26.52)	(7,604,889)	0.00
Management Reserves	—	500,000	(100.00)	—	(100.00)
Total	\$ 91,028,101	\$ 98,767,305	8.50	\$ 101,367,307	2.63

**Budget by Categories of Revenues**

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	1,325,480	6,512,079	391.30	5,770,149	(11.39)
Intergovernmental Revenues	15,157,573	14,573,575	(3.85)	14,435,487	(0.95)
Charges For Current Services	1,572,287	3,019,316	92.03	3,019,316	0.00
Other Financing Sources	40,453,152	39,091,827	(3.37)	41,197,643	5.39
General Revenue Allocation	32,519,609	35,570,508	9.38	36,944,712	3.86
Total	\$ 91,028,101	\$ 98,767,305	8.50	\$ 101,367,307	2.63



Sheriff



Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering approximately 4,200 square miles. The department's 4,000 employees provide general law enforcement, detention, and court services, as well as regional investigative support and tactical emergency response. Law enforcement services are provided to an estimated 800,000 County residents, including those in nine contract cities. The Sheriff's community oriented policing philosophy involves law enforcement and communities working together to solve crime-related problems. The Sheriff's detention facilities book over 120,000 inmates annually. The department is responsible for booking and releasing inmates, ensuring court appearances, and providing necessary daily care for approximately 4,800 inmates per day. Services provided to the San Diego Superior Courts include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants, and other processes issued by the courts.

Mission Statement

In partnership with our communities, we provide the highest quality public safety services.

2002- 03 Accomplishments

Increase Operational Effectiveness and Crime Prevention Capabilities

- Met targeted response time of 12.6 minutes in the unincorporated area by implementing a portion of the next phase of the Board approved Unincorporated Staffing Analysis Plan with the addition of eight sworn positions.
- Enhanced registration, public notification, and monitoring of sex offenders via a newly formed task force, in conjunction with the San Diego Police Department, the San Diego County Probation Department, and the State of California. The task force

will provide services to the citizens and police jurisdictions in all the cities within the County of San Diego.

- Provided 340,000 student hours of professional training to Sheriff's Department employees to support new technical advancements, on-going training mandates, expanded training requirements, new employee training and mandated training to newly promoted employees.

Enhance Homeland Security

- Provided ongoing funding for enhanced security measures at high profile public facilities, including the Hall of Justice and County Administration Center.
- Continued membership and support in the Joint Terrorism Task Force and the San Diego Terrorist Early Warning Group.



Fiscal Stability and Human Resources Modernization

- Achieved optimal fiscal management of facilities, maintenance, and capital projects by establishing a proactive plan for oversight of service delivery and efficient use of available funding.
- Continued to support the efforts towards the countywide goal of deployment of the new Oracle Financial System and the Kronos Time Collection application within the Sheriff's Department in conjunction with the County's overall Enterprise Resource Planning (ERP) project.
- Expedited the employee hiring process and ensured the selection of qualified candidates through timely background investigations, reflected in the 87% increase in number of employees hired, from 143 to 267. Expedited the employee sworn promotion process that resulted in 77 promotions above the rank of Deputy Sheriff due to the largest number of retirements the department has ever experienced at one time.
- Entered into a revenue agreement to provide Meals on Wheels, Greater San Diego, with at least one million meals per year to help approximately 1,400 seniors remain independent and in the security of their own homes.

Enhance Facilities, Information Technology and Equipment Infrastructure

- Replaced and planned the replacement of nearly \$7,400,000 of security alarms, detention facility door control systems, and deputy duress alarms in our detentions facilities to ensure public protection and the safety of Sheriff's personnel.
- Provided ongoing oversight and maintenance of the Jail Information Management System (JIMS), which supports virtually every facet of jail operations and jail administration.

- Developed a new three-year Information Technology Strategic Plan, phases of which will be implemented within the next two years.
- Replaced critical components of the Sheriff's wide area computer network to ensure system reliability.
- Continued the replacement of mobile data computers and desktop computer equipment to ensure efficiency and reliability. Replaced 120 mobile data computers at a cost of approximately \$750,000 and replaced 200 desktop computers at a cost of \$240,000.
- Completed the construction and opening of a new 4,800 square foot substation in Julian.
- Completed construction of a 14,000 square foot simunitions building and a 3,100 square foot live firehouse at the Regional Firearms Training Center.
- Continued to provide a safe and humane environment for inmates and staff by maintaining a reduced level of assaults in County detention facilities. Utilized the full capacity of all San Diego County detention facilities while remaining within the facilities' court-ordered capacity of 5,405.
- In cooperation with Department of General Services, implemented a facility maintenance program within the detention facilities where oversight is provided by the Sheriff to dedicated maintenance staff, which allows for timely and efficient resolution of maintenance issues.

2003-05 Objectives

Strategic Initiative – Kids

- Within budget constraints, maintain units that fight crimes against children (child abuse, juvenile intervention, and domestic violence).

Strategic Initiative – The Environment

- Work with regional agencies to enforce all laws that protect the environment.



Strategic Initiative – Safe and Livable Communities

- Complete the Law Enforcement Master Plan to project future needs and determine location, priority, and specifications for building new facilities.
- Prepare a five-year Facility Maintenance Plan for the Sheriff's 25 County-owned facilities, comprising 1.67 million square feet. Conduct a physical assessment of all Sheriff's facilities to identify current and future needs to incorporate into the maintenance plan.
- Complete expansion of holding cells in Juvenile Court to incorporate 735 square feet of new space for a squad room, deputy locker rooms, and 630 square feet of existing space for three new adult holding cells.
- Complete an assessment of the Sheriff's vehicle fleet and develop a cost reduction program.
- Accomplish the following first phases of the Sheriff's Department IT Strategic Plan, including the rebuild of the San Diego User's Network/California Law Enforcement Telecommunications System (SUN/CLETS) rehosting from mainframe to in-house modern computer environment, implementation of the regional records management system - Sheriff's Integrated Records Information System (SIRIS), implementation of a virtual operations center which will provide ability to monitor systems remotely, and implementation of the Sheriff's Extranet, an environment for sharing data with other agencies.
- Create a career path for Detention Deputies through the Captain level that is commensurate with the Law Enforcement Deputy career path, which will help retain valuable employees.
- Plan and develop an Emergency Vehicle Operations Facility at Marine Corp Air Station Miramar to provide ongoing and timely training in pursuit driving to Deputy Sheriff employees.
- Continue to actively recruit a wide range of diverse employees for the law enforcement ranks in order to better serve our diverse community.
- Develop and implement a department-wide Automated External Defibrillation (AED) Program that will provide an AED unit to each Sheriff's Department facility.
- Address compensation issues in the Sheriff's Detention Nurse classifications to overcome chronic recruiting/retention difficulties.
- Train and certify former Marshal's Court Service Officers as Deputy Sheriffs-Detentions/Courts for personnel uniformity.
- Increase the service of outstanding arrest warrants in order to bring thousands of scofflaws to justice, reduce crime, and reduce victimization by serving 43% more felony warrants in Fiscal Year 2003-04, up from 230 to 400.
- Train and equip a Mobile Field Force composed of seventy Deputy Sheriffs-Detentions/Courts to provide the Sheriff's Department with a better response to natural disasters, civil disobedience, and acts of terrorism.
- Continue architectural planning for the replacement of the Las Colinas Detention Facility with a capacity based on the Detentions Services Bureau Maser Plan.
- Install a fire suppression system to the San Diego Central Jail computer room that will not cause damage to sensitive electronic equipment if activated.
- Renovate the Las Colinas Detention Facility kitchen to address wear and increased usage since 1975.
- Implement Detention Services Bureau training curriculum for professional and sworn staff.
- Determine feasibility for establishing a Pay-for-Stay program, where fees would be collected from inmates for incarceration costs.



Changes from 2002-03 Adopted

Expenditures

- Total expenditures reflect an increase of \$45.1 million due to the following:
- Salaries & Benefits are increasing by \$45.2 million, of this \$6.0 million is due to negotiated salary and benefit agreements, \$1.4 million due to increased flex credit benefit costs, and \$0.6 million due to increased workers' compensation insurance premiums. Mid-year Board actions for law enforcement services for the Rincon Band of Mission Indians and food services production costs for the Meals on Wheels contract added \$0.4 million. Costs associated with the County employees retirement are increasing by \$47.7 million. To offset a portion of these costs, the Department decreased appropriations in the amount of \$12.4 million by unfunding 148 vacant positions, reducing overtime budgets, and curtailing extra help expenditures.
- Services and Supplies reflect a net increase of \$1.0 million. This change includes a \$1.6 million reduction to help offset increased salaries & benefits costs, a \$2.3 million reduction in public liability insurance premium, a \$1.4 million reduction in one-time appropriations, a \$0.5 reduction due to realignment to Other Charges, and a \$5.9 million increase to address structural underfunding of utilities and information technology needs. Mid-year board actions added \$1.3 million for food services production costs for the Meals on Wheels contract and law enforcement services for the Rincon Band of Mission Indians.
- Other Charges reflects a net decrease of \$0.9 million due to a reduction in one-time appropriations and a realignment from Services and Supplies.
- Fixed Assets are decreasing by \$0.9 million due to a reduction in one-time appropriations.

- Operating Transfers Out is increasing by \$0.8 million due to a transfer to fund jail maintenance and increased salary and benefits costs primarily attributable to the County employees retirement program.

Revenue

Total Revenue reflect a \$45.1 million increase due to the following:

- Fines, Forfeitures and Penalties are decreasing by \$1.0 million due to a reduction in one-time funding for desktop and mobile data terminal refreshment.
- Revenue from Use of Money & Property are increasing by \$0.5 million due to the netted effect of a \$750,000 increase in revenue from the leasing of 200 jail beds and a \$250,000 decrease in revenue from Inmate Welfare Fund due to a decreasing interest rate on funds on deposit and a reduction in telephone revenues.
- Intergovernmental Revenues are decreasing by \$4.1 million due to a \$1.0 million decrease in Trial Court Reimbursement based on a decreased level of service, \$0.6 million decrease in State Aid for Corrections due to suspension of state funding, \$1.0 million decrease in Federal grant and \$0.8 million decrease in state grant funding due to expiration of grant periods, \$0.7 million decrease due to suspension of state funding associated with SB90 (mandated cost reimbursement) and correctional training mandates.
- Charges for Current Services are increasing by \$10.1 million due to a combination of changes. Mid-year board actions added \$1.7 million for food services production costs for the Meals on Wheels contract and law enforcement services for the Rincon Band of Mission Indians. Contract Cities' revenue increased by \$11.1 million to offset increased salary and benefits costs primarily attributable to the County employees retirement program and inmate board bills revenue increased by \$1.0 million due to the increasing number of parolees housed. The \$0.5 million decrease in Peace



Officer Standard Training reimbursement is due to decreased state funding. A \$3.2 million decrease in Federal State Criminal Alien Assistance is due to decreased Federal funding and an increased number of agencies applying for those funds.

- Miscellaneous Revenues are increasing by \$2.4 million due to the move of \$2.0 million from the Las Colinas Reserve Fund and \$0.4 increase due to increased inmate spending through the Jail Stores Internal Service Fund and new phone card sales.
- Other Financing Sources are decreasing by \$4 million due to the combination of a \$4.8 million decrease in Prop 172 revenue as Fiscal Year 2002-03 adopted budget included over realized revenue from Fiscal Year 2001-02 and an \$0.8 increase in Operating Transfers From Inmate Welfare Fund for jail maintenance and reimbursement for the increased salary and benefits costs primarily attributable to the increased costs associated with the County employees retirement program.

- Fund Balance is increasing by \$6.8 million due to management control of Fiscal Year 2002-03 expenditures in order to address funding issues for Fiscal Year 2003-04.
- General Revenues are increasing by \$34.4 million in order to fund the increased costs of department operations.

Staffing

- The following two positions were added during Fiscal Year 2002-03:
- One patrol deputy position was added to provide law enforcement services for the Rincon Indian Reservation through a four-year contract between the County of San Diego and the Rincon Band of Mission Indians (RBMI). Position costs are revenue offset by RBMI revenue and Community Oriented Policing Services (COPS) Grant funding.
- One food services worker was added to support food services production for the Meals on Wheels Program. Position revenue offset by Meals on Wheels, Greater San Diego.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Priority 1 & 2 Response Times:				
— Incorporated Response Times (Min.)	8.8	8.8	8.8	8.8
— Unincorporated Response Times (Min.)	12.6	12.6	12.6	12.6
— Rural Response Times (Min.)	21.0	19.0	18.5	17.7
Total Calls for Service	365,000	353,000	376,000	376,000
Number of Persons Screened for Weapons and other Contraband (in millions)	3.5 ¹	3.5	3.5	3.5
Number of Criminal Subpoenas and Civil Process Received for Service	112,000	120,000	125,000	125,000
Number of Prisoners Transported		202,000	203,000	203,000
Daily Average – Number of Inmates	5,323	4,800	4,900	5,100
Number of Jail Bookings	121,296 ²	124,000	125,500 ²	125,500 ²

¹ Figure was changed to reflect the number of public citizens (exclusive of employees) that enter courthouses to conduct business on a daily basis.

² "Number of Jail Bookings" projection for Fiscal Year 2002-03 Adopted, Fiscal Year 2003-04 Proposed and Fiscal Year 2004-05 Proposed are based on projections contained in the Detentions Services Bureau Master Plan as prepared by Carter Gobel Associates.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Detention Services	1,813.50	1,811.50	(0.11)	1,811.50	0.00
Law Enforcement Services	1,388.00	1,390.00	0.14	1,390.00	0.00
Sheriff Court Services	468.00	468.00	0.00	468.00	0.00
Human Resources Services	152.75	162.75	6.55	162.75	0.00
Management Services	197.00	189.00	(4.06)	189.00	0.00
Sheriff's ISF / IT	6.00	7.00	16.67	7.00	0.00
Office of the Sheriff	16.00	15.00	(6.25)	15.00	0.00
Total	4,041.25	4,043.25	0.05	4,043.25	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Detention Services	\$ 138,280,908	\$ 150,438,576	8.79	\$ 158,336,991	5.25
Law Enforcement Services	127,329,936	146,081,152	14.73	152,503,008	4.40
Sheriff Court Services	34,198,587	41,073,896	20.10	42,777,148	4.15
Human Resources Services	12,028,908	14,039,925	16.72	14,896,405	6.10
Management Services	25,945,354	30,510,190	17.59	23,884,334	(21.72)
Sheriff's ISF / IT	41,305,025	40,818,651	(1.18)	39,107,227	(4.19)
Office of the Sheriff	2,202,025	2,314,975	5.13	2,400,709	3.70
Sheriff Asset Forfeiture Program	1,600,000	1,600,000	0.00	1,600,000	0.00
Sheriff Jail Stores ISF	2,420,900	2,875,700	18.79	2,875,700	0.00
Sheriff's Inmate Welfare Fund	6,309,779	6,956,800	10.25	6,956,800	0.00
Countywide 800 MHZ CSA's	1,873,023	1,873,023	0.00	1,873,023	0.00
Total	\$ 393,494,445	\$ 438,582,888	11.46	\$ 447,211,345	1.97



Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 296,218,046	\$ 341,398,144	15.25	\$ 358,418,350	4.99
Services & Supplies	85,570,814	86,540,579	1.13	78,480,536	(9.31)
Other Charges	13,203,373	12,303,009	(6.82)	12,303,009	0.00
Fixed Assets Equipment	2,950,837	2,031,087	(31.17)	1,781,087	(12.31)
Expenditure Transfer & Reimbursements	(7,452,246)	(7,474,631)	0.30	(7,556,337)	1.09
Operating Transfers Out	3,003,621	3,784,700	26.00	3,784,700	0.00
Total	\$ 393,494,445	\$ 438,582,888	11.46	\$ 447,211,345	1.97

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	10,121,000	16,890,715	66.89	8,464,798	(49.88)
Licenses Permits & Franchises	181,000	181,000	0.00	181,000	0.00
Fines, Forfeitures & Penalties	5,455,880	4,455,880	(18.33)	6,955,880	56.11
Revenue From Use of Money & Property	5,762,595	6,262,595	8.68	6,512,595	3.99
Intergovernmental Revenues	30,121,160	26,050,438	(13.51)	27,724,542	6.43
Charges For Current Services	69,321,369	79,398,554	14.54	81,442,354	2.57
Miscellaneous Revenues	2,938,746	5,343,546	81.83	5,343,546	0.00
Other Financing Sources	145,644,233	141,608,090	(2.77)	148,978,446	5.20
General Revenue Allocation	123,948,462	158,392,070	27.79	161,608,184	2.03
Total	\$ 393,494,445	\$ 438,582,888	11.46	\$ 447,211,345	1.97

Alternate Public Defender



Department Description

The Department of Alternate Public Defender provides legal representation to indigent residents of San Diego County who have been charged with the commission of criminal offenses or are subject to a court petition affecting rights of family. Legal representation is provided in cases in which the Public Defender has declared a conflict or otherwise has been relieved as counsel. The Alternate Public Defender represents clients in all stages of the legal proceedings from appointment through conclusion of the case. The Alternate Public Defender is located throughout San Diego County and provides services at all San Diego Courts.

Mission Statement

To serve the citizens of the County of San Diego by providing competent and effective legal representation, pursuant to State and Federal laws, to indigent persons for whom there exists the possibility of custody or loss of other substantial rights, including life and family.

2002-03 Accomplishments

Crime Prevention

- Continued to maximize opportunities towards reunification of families brought before Juvenile Dependency Court.
- Developed processes to maximize opportunities for success of citizens placed on Probation, Drug Court, or in the Proposition 36 Program, including enhanced follow-up contacts and outpatient referral techniques.
- Monitored and re-engineered processes and resources to address ongoing public safety needs resulting from publicized increases in criminal activity within San Diego County.
- Provided efficient and effective legal representation to the citizens of San Diego County in over 2,400 criminal cases, over 7,000 dependency cases, over 1,950 delinquency cases, and two capital cases.

- Enhanced all inter-departmental relationships of the San Diego County criminal justice system, including the Courts, Public Defender, District Attorney, Probation, Sheriff, and the Private Bar.

Human Resources Modernization

- Developed and implemented improved methods for recruitment and retention of highly qualified, skilled and motivated employees.
- Presented ongoing training to all department staff on teamwork and customer service to maintain employee morale and foster trust and open communication. Broadened diversity initiatives to truly achieve an environment of open doors and open minds.
- Promoted and provided quality continuing education and training in professional areas appropriate to staff, and in other areas including customer service, diversity, leadership, and team building.
- Improved the department's communication with staff and the public through staff meetings, newsletters, the Website, and community forums. Monitored and improved customer service using surveys and Mystery Shoppers.



- Developed methods for a holistic representation of our clients by including the involvement of social workers, family advocates, foster care services, alternative sentencing professionals, and other post-litigation programs and advisors.

Technology

- Implemented a new case management system for the Adult and Juvenile Criminal Divisions to improve efficiency, statistical tracking, and office management.

Regional Leadership

- Collaborated with local Bar Associations to promote criminal justice procedures designed to improve court processes, including participation on Judicial Candidate Screening Committee of the San Diego County Bar Association, the San Diego County Sex Offender Management Council, the Criminal Justice Council, and the Criminal Defense-Court Collaboration Committee and Legislative Committees.
- Participated in inter-agency outreach programs throughout the County addressing criminal justice issues impacting our community.
- Participated in programs for area law schools, colleges, and high schools designed to inform and educate students on issues and processes in criminal justice.

2003-05 Objectives

Strategic Initiative – Kids

- Provide quality legal representation and related services for parents in the juvenile dependency system. Enable parents to reunite with their children, through the utilization of various social and rehabilitative programs, in order to provide a positive and nurturing environment for the children.

- Work with the Courts and the Department of Child Support Services on behalf of clients to arrange for realistic payment plans relative to past child support, thereby improving the economic condition of the households in which the children reside and furthering the families opportunities for success.
- Participate in, and provide input to, the Juvenile Justice Coordinating Council and other inter-agency committees or groups.

Strategic Initiative – The Environment

- Promote awareness of, and compliance with, all energy conservation measures or programs designed to reduce the consumption of energy and resources.
- Formulate and enact a plan to provide for the most efficient use of County vehicles, including regular maintenance to enhance fuel economy.

Strategic Initiative – Safe and Livable Communities

- Collaborate and communicate with all County agencies to stay abreast of existing and future drug and alcohol programs available to our clients through the criminal justice and dependency court systems, including Drug Court, Proposition 36, Substance Abuse Recovery Management System (SARMS), and residential and outpatient rehabilitation programs.
- Continue training staff regarding the ongoing problems of drug and alcohol abuse experienced by clients and the public, with the idea of fostering an understanding and the ability to assist clients and others in overcoming their addictions.

Changes from 2002-2003 Adopted

Expenditures

- Expenditures are increasing by \$0.8 million primarily in Salaries and Benefits due to negotiated salary and benefit agreements.

**Revenue**

- Overall, revenue is increasing by \$0.8 million. Intergovernmental Revenues are increasing by \$0.5 million as a result of increased Trial Court Funding revenues to offset increased costs in Juvenile Dependency. General Revenue allocation is increasing by \$0.3 million.

Staffing

- The budget maintains a staffing level of 102.00 staff years, but 2.00 staff years will be frozen pending the evaluation of ongoing funding sources.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Provide Legal Representation for Criminal Cases	2,468	2,404	2,468	2,468
Provide Legal Representation for Dependency Cases	7,490	7,218	7,490	7,490
Provide Legal Representation for Delinquency Cases	1,930	1,962	1,930	1,930
Provide Legal Representation for Capital Litigation Cases	2	2	2	2
Volunteer Hours	14,856	14,940	14,856	14,856



Alternate Public Defender

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Administration	8.00	9.00	12.50	9.00	0.00
Juvenile Dependency	45.00	44.00	(2.22)	44.00	0.00
Juvenile Delinquency	10.00	9.00	(10.00)	9.00	0.00
Criminal Defense	39.00	40.00	2.56	40.00	0.00
Total	102.00	102.00	0.00	102.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Administration	\$ 889,168	\$ 1,086,288	22.17	\$ 1,135,899	4.57
Juvenile Dependency	4,585,935	5,113,170	11.50	5,343,761	4.51
Juvenile Delinquency	1,211,084	1,330,622	9.87	1,360,049	2.21
Criminal Defense	5,558,768	5,570,054	0.20	5,795,673	4.05
Total	\$ 12,244,955	\$ 13,100,134	6.98	\$ 13,635,382	4.09

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 9,128,835	\$ 9,978,423	9.31	\$ 10,513,671	5.36
Services & Supplies	3,116,120	3,121,711	0.18	3,121,711	0.00
Total	\$ 12,244,955	\$ 13,100,134	6.98	\$ 13,635,382	4.09

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fines, Forfeitures & Penalties	49,851	49,851	0.00	49,851	0.00
Intergovernmental Revenues	5,078,654	5,591,623	10.10	5,822,214	4.12
Miscellaneous Revenues	80,000	80,000	0.00	80,000	0.00
General Revenue Allocation	7,036,450	7,378,660	4.86	7,683,317	4.13
Total	\$ 12,244,955	\$ 13,100,134	6.98	\$ 13,635,382	4.09

Child Support Services



Department Description

The County of San Diego Department of Child Support Services (DCSS) is the local agency responsible for administering the Federal and State Title IV-D child support program. DCSS has operated as a separate County department since October 2001 when it transitioned from the District Attorney's Office as a result of statewide child support reform legislation. The department is governed by Federal and State law with oversight by the California Department of Child Support Services. DCSS has an operating budget of approximately \$52.6million funded by Federal and State revenue. DCSS has 790 permanent staff and provides County residents with services such as establishing paternity, establishing and enforcing financial and medical support orders, and collecting and disbursing child support payments. DCSS has approximately 138,000 open child support cases and collects approximately \$150 million in child support per year.

Mission Statement

To promote the well being of children and the self-sufficiency of families by providing child support assistance efficiently, effectively and professionally regardless of the custodial status or financial position of the children's parents. By establishing and enforcing child support orders, the Department of Child Support Services fosters a sense of parental responsibility that enhances the lives of San Diego County children.

2002-03 Accomplishments

Self Sufficiency

- On target to generate child support collections of \$150 million in Fiscal Year 2002-03, \$5 million more than the objective.
- Ensured that 83% of the caseload consisted of cases with orders for financial or medical support, 3 percentage points higher than the objective.
- Increased collections on current support orders by 3 percentage points to 39% in Fiscal Year 2002-03, 1 percentage point higher than the objective.

Fiscal Stability

- Continued to operate the department under the principles of the General Management System by monitoring and reporting the current financial condition in the monthly report to the Public Safety Group.
- Managed operating costs in the face of reductions in Federal and State funding.
- Improved the County General Fund cash flow through the monthly transfer of funds from the department's Trust Fund to the General Fund.

Regional Leadership

- Provided leadership on State child support committees, including the Child Support Directors Association (CSDA) Board, CSDA Forms and Legislative Committees, the Pre-Statewide Interim Systems Management (PRISM) advisory group and the California Department of Child Support Services training and curriculum development team.



Child Support Services

- Provided leadership to the ACSES Replacement System (ARS) Consortium through participation on committees with Los Angeles and Orange County Departments of Child Support.

Technology

- On target to implement an Interactive Voice Response (IVR) automated call center in May 2003 to improve service and call response times.
- Implemented *pbviews* as a Performance Management System and incorporated presentations into our monthly reports with the Public Safety Group. Eighty-eight staff have use of *pbviews* as a management tool.
- Continued to work to achieve successful deployment of the Oracle financial system and Kronos time collection system by contributing two full-time and one part-time staff members and department participation in all modules. One has been hired to work on the Enterprise Resource Planning System full-time.
- In February 2003, implemented the first phase of a web-based application that improves the efficiency of the ARS child support automation system.

Human Resources Modernization

- Implemented a department wide leadership development program for managers, supervisors and lead positions in January 2003.
- Implemented an Employee Recognition Awards Program to recognize exceptional employee performance each quarter.
- Reduced reliance on agency temporary staff and temporary expert professional staff.

2003-05 Objectives

Strategic Initiative - Kids

- Increase child support collections to \$152.5 million in Fiscal Year 2003-04 and \$155 million for Fiscal Year 2004-05.

- Ensure child support collections are disbursed within 48 hours of receipt.
- Reduce the amount of undistributed collections due to a custodial parent from \$1.2 million to \$950,000 for Fiscal Year 2003-04 and to \$700,000 for Fiscal Year 2004-05.
- Meet or exceed the five Federal performance measurement goals.
- Increase public awareness of DCSS through outreach events.

Strategic Initiative - The Environment

- Promote an office recycling program.
- Maintain County vehicles in good condition through regular maintenance.

Strategic Initiative - Safe and Livable Communities

- Make multi-lingual staff available for emergency operations such as at the County Emergency Operations Center in a disaster.
- Promote reunification of parents and children through coordination with Juvenile Court.
- Expand access to information on DCSS services through the department's web site.

Changes from 2002-03 Adopted

Expenditures

- The Fiscal Year 2003-04 Operational Plan has aligned spending with the projected available Federal and State allocations.
- Expenditures for Salaries and Benefits are increasing \$4.5 million due to negotiated salary and benefits increases. This net increase also reflects the reduction of 110 staff years. Other actions include downsizing temporary and hourly staff, limiting paid overtime, and reviewing purchases prior to expending funds.



- Expenditures for support costs are reduced by \$6.9 million and include reductions in temporary contract staff, travel, minor equipment, automation, and an overall reduction of Services and Supplies.

Revenue

- Intergovernmental Revenue is adjusted downward by \$2.9 million to reflect the anticipated level of State and Federal revenues received in Fiscal Year 2002-04.
- Charges for Current Services increased by \$1.0 million due to budgeted child support recovered costs.

- The change in the General Revenue allocation reflects an increase in the indirect costs that can be recovered from State and Federal revenues.

Staffing

- The Department of Child Support Services included 900 approved positions in the Fiscal Year 2002-03 Operational Plan. The decrease in Federal and State revenue and increase in Salary and Benefit agreement costs has resulted in a plan to downsize staff.
- The reduction of 110 staff years is proposed in the Fiscal Year 2003-04 Operational Plan to align positions with available funding.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Collections (in millions)	\$145.0	\$150.0	\$152.5	\$155.0
Percent of Caseload with Court Orders	80%	83%	80%	80%
Percent of Current Support Collected	38%	39%	41%	41%
Percent of Cases Paying on Arrears	40%	50%	50%	50%
Average Speed of Answer at Call Center	1.5 minutes	1.0 minute	1.0 minute	1.0 minute



Child Support Services

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Public Relations	41.00	6.00	(85.37)	6.00	0.00
Production Operations	781.00	705.00	(9.73)	705.00	0.00
Staff Development Division	23.00	26.00	13.04	26.00	0.00
Research and Publication Division	4.00	—	(100.00)	—	(100.00)
Quality Assurance	2.00	3.00	50.00	3.00	0.00
Administrative Services (Child Support)	28.00	32.00	14.29	32.00	0.00
Recurring Maintenance and Operations	14.00	9.00	(35.71)	9.00	0.00
Help Desk Support	7.00	9.00	28.57	9.00	0.00
Total	900.00	790.00	(12.22)	790.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Public Relations	\$ 2,291,599	\$ 437,504	(80.91)	\$ 463,964	6.05
Production Operations	46,953,767	49,941,543	6.36	53,927,560	7.98
Staff Development Division	1,284,828	1,792,552	39.52	1,920,455	7.14
Research and Publication Division	281,500	—	(100.00)	—	(100.00)
Quality Assurance	152,736	245,211	60.55	256,431	4.58
Administrative Services (Child Support)	2,136,130	2,770,440	29.69	2,932,398	5.85
Recurring Maintenance and Operations	4,417,077	1,538,976	(65.16)	1,589,592	3.29
Maintenance and Operations	1,049,009	12,200	(98.84)	12,200	0.00
Special Projects	800,000	—	(100.00)	—	(100.00)
Help Desk Support	386,052	555,657	43.93	581,001	4.56
Total	\$ 59,752,698	\$ 57,294,083	(4.11)	\$ 61,683,601	7.66

**Budget by Categories of Expenditures**

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 43,622,955	\$ 48,095,973	10.25	\$ 52,485,491	9.13
Services & Supplies	15,725,691	8,794,110	(44.08)	8,794,110	0.00
Fixed Assets Equipment	404,052	404,000	(0.01)	404,000	0.00
Total	\$ 59,752,698	\$ 57,294,083	(4.11)	\$ 61,683,601	7.66

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Intergovernmental Revenues	59,556,011	56,666,783	(4.85)	59,781,301	5.50
Charges For Current Services	896,687	1,901,000	112.00	2,901,000	52.60
Miscellaneous Revenues	—	1,300	(100.00)	1,300	0.00
General Revenue Allocation	(700,000)	(1,275,000)	82.14	(1,000,000)	(21.57)
Total	\$ 59,752,698	\$ 57,294,083	(4.11)	\$ 61,683,601	7.66



Citizens' Law Enforcement Review Board



Department Description

The Review Board was established by Charter amendment for the purpose of receiving and investigating complaints of misconduct by peace officers and custodial officers employed by the County in the Sheriff's or Probation Departments. The Review Board is also able to investigate, without a complaint, the death of any person while in the custody of, or in connection with, the actions of officers employed by the Sheriff's or Probation Departments.

Mission Statement

To increase public confidence in government and the accountability of law enforcement through the investigation and reporting of citizen complaints filed against peace officers or custodial officers employed by the County in the Sheriff's or Probation Departments which allege improper conduct by the officers, or which allege policy or procedural violations.

2002-03 Accomplishments

Regional Leadership

- Received and processed 229 new cases during calendar year 2002, a new five-year high.
- Maintained timetables to ensure most cases are closed within 150 days.
- Continued working on a case/receipt closure ratio goal of having no cases older than one year.
- Provided departments and the Review Board with timely complaint data (early warning information).
- Held twelve (12) Review Board meetings, including three community meetings during calendar year 2002, and provided training sessions for new board members.

Technology

- Planned for future upgrades of department automation.
- Worked with Pennant Alliance and other County offices to maintain operational readiness.
- Participated with other Public Safety Group (PSG) departments in preparation for the launch of Enterprise Resource Planning (ERP) components.

2003-05 Objectives

Strategic Initiative – Kids

- Ensure that our services, where children are involved, promote the County's goals with respect to supportive services and understanding when resolving potential conflicts with law enforcement.

Strategic Initiative – The Environment

- Redouble our efforts to conserve supplies and other resources, especially power and water.

Strategic Initiative – Safe and Livable Communities

- Continue our basic mission of maintaining public accountability of peace officers employed by both the Sheriff's Department and the Probation Department, thereby promoting safer communities through a higher degree of professionalism in law enforcement.



Changes from 2002-03 Adopted

Expenditure

- Total expenditure increase of \$43,497 is the result of increased Salaries and Benefits of \$63,568 due to negotiated salary and benefit agreements and a reduction in Services and Supplies of \$20,072.

Revenues

- Total revenue increase of \$43,497 will offset the expenditures described above. Fund balance of \$34,304 was used to partially fund one-time department operations.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Receive & Process New Complaints	150+	177	150+	150+
Conduct Staff Investigations on Pending & New Complaints	150+	200	150+	150+
Provide Monthly Early Warning Reports (Changed from Quarterly Reporting)	12	12	12	12
Make Policy Recommendations as Needed to Decrease Risk Exposure to County ¹	10-15	8	10	10

¹ The actual number of policy recommendations that can be made is determined by the nature of the complaints (allegations) made. While we always place a goal for making such recommendations, we cannot predetermine actual numbers of cases received or whether there is an actual need for recommending changes or new policy to the Sheriff or Probation Departments.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
LawEnforcementReviewBoard	4.00	4.00	0.00	4.00	0.00
Total	4.00	4.00	0.00	4.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
LawEnforcementReviewBoard	\$ 449,606	\$ 493,102	9.67	\$ 509,492	3.32
Total	\$ 449,606	\$ 493,102	9.67	\$ 509,492	3.32

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 307,740	\$ 371,308	20.66	\$ 388,012	4.50
Services & Supplies	141,866	121,794	(14.15)	121,480	(0.26)
Total	\$ 449,606	\$ 493,102	9.67	\$ 509,492	3.32

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	—	34,304	(100.00)	35,827	4.44
General Revenue Allocation	449,606	458,798	2.04	473,665	3.24
Total	\$ 449,606	\$ 493,102	9.67	\$ 509,492	3.32



Office of Emergency Services



Department Description

The Office of Emergency Services (OES) provides staff support to the Chief Administrative Officer (CAO) and to the San Diego Unified Emergency Services Organization, a Joint Powers Authority of the County and the eighteen incorporated cities. The office provides planning and technical services related to natural and human disasters, and education that assists citizens, government agencies, public and private organizations prior to, during, and after local emergencies, States of Emergency, major disasters, and States of War.

Mission Statement

To coordinate San Diego County's response to disaster.

2002-03 Accomplishments

Environment

- Completed a Request for Proposals (RFP) and was awarded a contract for the Hazardous Materials Incident Response Team (HIRT) program.

Regional Leadership

- Changed the name of the department to Office of Emergency Services (OES) from Office of Disaster Preparedness to reflect the full spectrum of services and responsibilities and increase visibility.
- Developed Terrorism informational materials.
- Trained OES staff in the Field Incident Command System in order to provide more timely information to the Deputy CAO and Board of Supervisors in the event of any emergencies.
- Developed Standard Operating Procedures for staff deployment to an Incident Command Post when appropriate.
- Developed concepts of operations, which included creating staffing patterns and identifying additional County staff to man the Emergency Operations Center,

for the anniversary of the September 11th terrorist attack, 2003 Super Bowl, winter weather season and war with Iraq.

- Continued Terrorism Working Group activities to plan for potential terrorism emergencies. Staff participated in three terrorism scenario exercises during Fiscal Year 2002-03.
- Continued to work on the State KI (Potassium Iodide) Task Force concerning the issuance of KI for San Onofre Nuclear Power Plant emergencies.
- Due to increased work efforts on Terrorism response and planning, OES discontinued staff efforts on the development of Dam Evacuation Plans for Fiscal Year 2002-03,
- Conducted four training workshops in Fiscal Year 2002-03 for area agencies on the San Diego Operational Area Plan, exceeding the goal of one workshop.
- Trained 60 Emergency Operations Center staff in the use of new automated EOC systems, exceeding the goal by 20%.
- Trained 25 County staff on the San Onofre Operations Plan for the graded exercise in November 2002, exceeding the goal by 100%.



Fiscal Stability

- Successfully continued the application for Terrorism Response Grants, receiving one equipment grant for \$770,611 and one planning grant for \$480,000.
- Developed and received Emergency Program Grant from State Office of Emergency Services for \$216,470.
- Continued use of County Fire Trust Fund to assist Fire Agencies with Capital Improvement Projects during Fiscal Year 2002-03.

Technology

- Continued to work to achieve successful deployment of the new Oracle financial system and Kronos time collection system in conjunction with the County's transition to the Enterprise Resource Planning (ERP) system.
- Researched and selected an Emergency Management Information System software to be used in the Emergency Operations Center.
- Completed the first two modules of a Public Education Campaign. Module 1 is titled Terrorism and Module 2 is titled What Can Citizens Do?

2003-05 Objectives

Strategic Initiative - Kids

- Ensure Terrorism Public Education Campaign modules 3-5 (titles) are on OES website.
- Work with San Diego County Burn Institute through the Juvenile Firesetter Program to educate youth to stop setting fires and understand the consequences of their actions, such as the destruction of property or the spread of wildfires.
- Assist County Office of Education in developing plans and procedures for safe schools.

Strategic Initiative – The Environment

- Utilize Federal grant funds to develop plan to assess countywide hazards and identify mitigation measures by September 2004.
- Develop emergency proclamations for County departments to use when necessary. Provide assistance to other County departments such as Agriculture Weights and Measures re: Bark Beetle, Newcastle Disease and Mexican Fruit Fly in their interaction with State Office of Emergency Services and State Department of Health.

Strategic Initiative – Safe and Livable Communities

- Develop training for County departments on their responsibilities under the County of San Diego Emergency Operations Plan.
- Develop and conduct an exercise for County departments to test their knowledge of County emergency response procedures.
- Assist with the development of Business Continuity Plans for County operations.
- Train ten Train-the-Trainers and fifteen instructor trainers and establish two Citizen Emergency Response Teams (CERT).
- Establish a Citizen Corp Council to direct all Citizen Corp grant activities in San Diego County.

Changes From 2002-03 Adopted

Expenditure

The net expenditure decrease of \$0.13 million for Fiscal Year 2003-04 reflects:

- An increase of \$329,260 in Salaries and Benefits is due to negotiated salary and benefit agreements and the addition of \$120,000 for temporary extra help workers.
- A reduction of services and supplies in the amount \$0.27 million is due primarily to the completion of a Public Education Campaign completed in Fiscal Year 2002-03



and the reduction of \$50,000 due to the expiration of Heartland Dispatch contract. Other Charges decreased by \$0.2 million due to the reduction of Fire and Emergency Services Trust funds.

Revenue

- Intergovernmental Revenue is declining by \$198,277 due to a reduction in Tobacco Settlement funds which funded the completed Public Education Campaign. Fund balance increased by \$40,000 to fund temporary extra help workers.

Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Develop Dam Failure Evacuation Plan	1	0	0	0
Complete development and installation on website of 5 Public Education Terrorism modules ¹	N/A	N/A	5	0
Train County staff on San Onofre Operations Plan	12	25	20	0
Conduct an Operational Area Emergency Plan Training Workshop to educate county and local city personnel on the County's Emergency Plan.	1	4	1	1
Train Emergency Operations Center staff on functions and roles in the Emergency Operations Center.	50	60	20	20
Issue RFP and award HIRT Contract ²	1	1	N/A	N/A

¹ New Performance Measure for Fiscal Year 2003-04

² Performance Measure completed



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Emergency Services	10.00	10.00	0.00	10.00	0.00
Total	10.00	10.00	0.00	10.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Emergency Services	\$ 1,807,398	\$ 1,673,413	(7.41)	\$ 1,697,478	1.44
Total	\$ 1,807,398	\$ 1,673,413	(7.41)	\$ 1,697,478	1.44

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 658,124	\$ 987,384	50.03	\$ 1,017,126	3.01
Services & Supplies	739,324	466,079	(36.96)	470,402	0.93
Other Charges	409,950	209,950	(48.79)	209,950	0.00
Fixed Assets Equipment	—	10,000	(100.00)	—	(100.00)
Total	\$ 1,807,398	\$ 1,673,413	(7.41)	\$ 1,697,478	1.44

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	200,000	240,000	20.00	240,000	0.00
Intergovernmental Revenues	956,015	757,738	(20.74)	765,000	0.96
Charges For Current Services	209,950	209,950	0.00	209,950	0.00
General Revenue Allocation	441,433	465,725	5.50	482,528	3.61
Total	\$ 1,807,398	\$ 1,673,413	(7.41)	\$ 1,697,478	1.44

Medical Examiner



Department Description

Mandated by the State of California and the County's Board of Supervisors, the Medical Examiner Department provides forensic death investigation services to the people of San Diego County. To execute its mission the Department is comprised of a permanent staff of forensic pathologists, forensic autopsy assistants, forensic toxicologists, field death investigators, and administrative personnel. The Department contracts for some services not performed by its staff, e.g. decedent transportation and professional forensic anthropology, neuropathology, and odontology services.

Mission Statement

Investigate and determine the cause of death in all homicides, suicides, accidental deaths, sudden unexpected deaths, and deaths due to apparent natural causes in which the decedent was not seen by a physician within 20 days prior to death or in which the physician cannot determine the cause of death.

2002-03 Accomplishments

Health and Wellness

- Reviewed circumstances surrounding 10,286 deaths referred to the Medical Examiner; evaluated 7,840 reported deaths and determined them to be cases not within the jurisdiction of the Medical Examiner.
- Investigated circumstances of 2,446 deaths under jurisdiction of the Medical Examiner, established a cause of death, completed a final death certificate and determined if a crime had been committed; performed autopsy examinations in 1,941 cases; and performed toxicology testing in 1,870 cases including analysis for drug abuse.
- Provided notification to 96% of decedents' next-of-kin (2,355 cases), exceeding the 92% goal.

- Facilitated knowledge of cause and manner of death for law enforcement agencies, prosecution and defense counsel, and surviving family members by measuring operational performance against targets for making bodies ready for release, for completing investigative, toxicology and examination reports, and for completing final death certificates to continuously improve productivity and customer service. Results depicted below in Performance Measures.
- Facilitated prompt funeral services for surviving family members by making bodies ready for release for final disposition within seven days.
- Facilitated prompt receipt of benefits by surviving family members by completing 70 % of final death certificates within 14 days and 100 % within 90 days.
- Provided toxicology services under contract to the Counties of Imperial and San Bernardino that generated revenue of \$177,559.
- Continued to operate in accordance with the National Association of Medical Examiners (NAME) standards.

Regional Leadership

- Provided evidence and expert testimony in 100% of the murder trials in San Diego County.



Medical Examiner

- Supported Public Safety Group diversity initiatives involving Student Workers and high school outreach programs.
- Supported community organizations including the Methamphetamine Strike Force, San Diego County Child Fatality Committee, Domestic Violence and Elder Abuse Death Review Teams, and the Medical Audit Committee for Trauma System.

Technology

- Deferred implementation of technology to add a digital records imaging system and a bar-coding system to track laboratory specimens and records due to other priorities and budget limitations.
- Worked to achieve successful deployment of the various component applications in conjunction with the County's transition to an Enterprise Resource Planning (ERP) system.

Workplace Improvement

- Continued the planning process for a new, state-of-the-art facility to accommodate the department's needs through the year 2030.

2003-05 Objectives

Strategic Initiative – Kids

- Continue to support and participate actively in community organizations such as the Methamphetamine Strike Force and San Diego County Child Fatality Committee.

Strategic Initiative – Safe and Livable Communities

- Review circumstances surrounding 21,022 deaths referred to the Medical Examiner over the next two fiscal years.

- Investigate circumstances of 4,937 deaths, establish a cause of death and determine if a crime was committed; perform autopsies in 3,918 cases, and perform toxicology testing in 3,774 cases over the next two fiscal years.
- Achieve continuous improvement in productivity and service to customers (families, law enforcement agencies, prosecutors and defense counsel, mortuaries) by meeting the performance standards below.
- Provide notification to decedents' families in 92% of cases (4,542) over the next two fiscal years.
- Facilitate funeral services for families by making bodies ready for release within seven days.
- Facilitate receipt of benefits by families by completing 70% of final death certificates within 14 days and 100% within 90 days.
- Provide evidence and expert testimony in 100% of the murder trials in the County.
- Continue to support and participate actively in community organizations such as the Domestic Violence and Elder Abuse Death Review Teams and the Medical Audit Committee for Trauma System.
- Continue the planning process for a new, state-of-the-art facility to accommodate the department's needs through the year 2030.
- Continue to operate in accordance with the National Association of Medical Examiners standards.

Changes from 2002-03 Adopted

Expenditure

- Increase of \$0.9 million is comprised of \$969,305 due to negotiated Salary and Benefit agreements with no change in staffing, a decrease of \$45,724 in Services and Supplies due to reduced major maintenance requirements, and a decrease of \$20,000 in Fixed Asset acquisition requirements.

**Revenue**

- Increase of \$0.9 million is comprised of proposed increases of \$71,840 in various fee revenues. Fund Balance increase of \$81,159 pending identification of sustainable funding levels.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Bodies Made Ready for Release On Time	100.0%	100.0%	100.0%	100.0%
Final Death Certificates Completed On Time	95.0%	97.8%	98.9%	99.5%
Investigative Reports Completed On Time	94.0%	96.2%	98.1%	98.5%
Toxicology Reports Completed On Time	100.0%	100.0%	100.0%	100.0%
Examination Reports Completed On Time	89.0%	96.1%	98.0%	99.0%



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Decedent Investigations	50.00	50.00	0.00	50.00	0.00
Total	50.00	50.00	0.00	50.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Decedent Investigations	\$ 5,460,307	\$ 6,362,255	16.52	\$ 6,437,343	1.18
Total	\$ 5,460,307	\$ 6,362,255	16.52	\$ 6,437,343	1.18

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 4,169,866	\$ 5,139,171	23.25	\$ 5,109,915	(0.57)
Services & Supplies	1,270,441	1,223,084	(3.73)	1,327,428	8.53
Fixed Assets Equipment	20,000	—	(100.00)	—	(100.00)
Total	\$ 5,460,307	\$ 6,362,255	16.52	\$ 6,437,343	1.18

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	—	81,159	(100.00)	—	(100.00)
Charges For Current Services	481,626	551,734	14.56	613,489	11.19
Miscellaneous Revenues	41,228	42,960	4.20	44,220	2.93
General Revenue Allocation	4,937,453	5,686,402	15.17	5,779,634	1.64
Total	\$ 5,460,307	\$ 6,362,255	16.52	\$ 6,437,343	1.18

Probation



Department Description

The Department provides detention for detainees in Juvenile Hall, custody for juveniles wards in minimum-security facilities, as well as investigation and supervision services for juvenile and adult offenders as ordered by the San Diego Superior Court. The Department has developed a wide variety of community outreach prevention programs to strengthen families, suppress gang activity, and address alcohol and drug abuse as it contributes to criminal activity. These programs, created in collaboration with courts, law enforcement, health agencies, schools, social service agencies, and other community-based organizations are located throughout San Diego County.

Mission Statement

Promote the health and safety of our neighborhoods by enhancing judicial decision-making through assessment of offender risks and needs, enforcing court sanctions, engaging in crime prevention partnerships, moving probationers to lawful self-sufficiency, and supporting the rights of victims.

2002-03 Accomplishments

Crime Prevention

- Contracted with three additional school districts to provide probation officers to assist with truancy issues. Participated in truancy sweeps with various school districts. Gang Suppression Unit (GSU) staff collaborated with school districts to conduct school presentations on information pertaining to gangs.
- Supervised 3,696 wards of the Juvenile Court and conducted over 4,182 social studies providing sentencing recommendations to the Juvenile Court.
- Provided for the safety and security of wards in juvenile detention facilities including an average of 432 youth in Juvenile Hall, 165 boys at the Juvenile Ranch Facility, 33 girls at the Girls Rehabilitation Facility, and 121 boys at Camp Barrett.

- Supervised 17,614 adult offenders on probation and prepared 11,961 pre-sentence investigations providing sentencing recommendations to the Superior Court.
- Expanded the bed capacity of the Girls Rehabilitation Facility by 20 beds.
- Community Assessment Teams (CAT) staff were placed at eleven schools throughout San Diego County to provide assessment, referral, and crisis intervention services to students and their families.
- Worked with the County's Office of Strategy and Intergovernmental Affairs (OSIA) to author legislation to establish a statewide commission on sex offender management. The Commission would establish treatment standards, monitoring standards, review of sex offender registration as required by section 290 of the Penal Code (PC 290), and consider lifetime supervision for the highest-risk sex offenders.

Regional Leadership

- Continued to work with school districts regarding issues of school violence, truancy and healthy campuses. Probation Officers participated in the "Safe School" conference and workshop.



Probation

Fiscal Stability

- Continue refining the plan to fund operational costs of East Mesa Juvenile Hall by working with the Sheriff's Department for food services, The Health and Human Services Agency (HHSA) for both physical and mental health services, and the Department of General Services for facility services.
- Implemented energy saving windows at both the Juvenile Probation Center and the Juvenile Ranch Facility in order to reduce energy costs. A total of 410 windows were replaced with energy efficient double paned windows at the Juvenile Ranch Facility.

Technology

- Probation Caseload Management System (PCMS) will go live by the end of the fiscal year. The completed project will result in a state of the art caseload management system with interface to both the Courts and the District Attorney's systems, providing improved data sharing between local justice system agencies.
- Implemented the Juvenile Field Services website. It is updated daily to provide information to school and law enforcement agencies regarding wards active to the Probation Department.
- Implemented Eye-Check technology at all Adult Field Services offices. This technology provides probation officers with an indication that the probationer has used drugs, which can be confirmed through a urinalysis test. Use of this technology provides for potential savings in urinalysis screenings. This technology is being tested in the Drug Courts as a pilot project.

2003-05 Objectives

Strategic Initiative – Kids

- Continue to monitor the East Mesa Juvenile Detention Facility construction project and ensure occupation by February 2004.

- Strengthen the links between the Juvenile Correctional System and Children's Mental Health Services. Continue collaborative with HHSA for adequate resources and services at all Probation detention and correctional institutions.
- Collaborate with County Office of Education and Lindamood-Bell Learning Processes Center at Juvenile Ranch Facility and Camp Barrett to provide literacy program to all appropriate wards based upon their individual needs.
- Provide health information packets to all parents at intake or supervision interviews to encourage healthy behavior and address children's health issues.
- Create a multi-disciplinary task force to address and work to prevent the harmful effects of youths' exposure to violence.
- Enhance Gang Suppression Unit and Community Response Officers (CROP) collaboration with school districts to provide assistance as needed on issues regarding school violence and healthy campuses.
- Improve opportunities for children by providing proper assessment and supervision services to offenders who are parents, thereby providing protection, violence-free and drug-free homes. Develop and implement a cross system protocol for handling Teen Relationship Violence (TRV) cases between Probation, law enforcement, District Attorney, and other partners.

Strategic Initiative – The Environment

- Promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development. Work Project participants working on court ordered public service crews will provide services at a reasonable cost to State and Local agencies.
- Promote telecommuting by Probation Officers, thereby reducing pollution and easing traffic congestion.



- Continue the utilization of work crews from Camp Barrett and Juvenile Ranch Facility to enhance the environment when appropriate

Strategic Initiative – Safe and Livable Communities

- Help to build safer communities by supervising probationers in the community, ensuring their compliance with court orders, and making appropriate sentencing recommendations for the Court.
- Develop services and programs that improve the safety of our communities. Implement written standards for supervision of sex offenders in conjunction with the Center for Sex Offender Management (CSOM) grant.
- Improve the secure environment at Camp Barrett and Juvenile Ranch Facility by developing a Task Force to assess Absent without Leave (AWOL) risks from juveniles detained at the correctional facilities.
- Complete negotiations with the State, and implement a program to supervise and monitor sexually violent predators (SVPs) released from Atascadero State Hospital.
- Ensure that at least 80% of high risk adult offenders are employed or are attending school/training.
- Collaborate with school districts to provide assistance to achieve safe and healthy campuses through effective use of Truancy Officers and Community Assessment Team officers.
- Coordinate with Drug Court Steering Committee to implement an aftercare component to the Juvenile Drug Court Program.
- Continue to increase Community Response Officers Program collaboration with the Warrant Bank to identify wards with warrants and conduct arrests.
- Continue participation of the Gang Suppression units and Jurisdictions United for Drug and Gang Enforcement (JUDGE) units in multi-agency sweeps.

- Continually upgrade departmental emergency services to ensure appropriate response to any disasters.

Changes from 2002-03 Adopted**Expenditure**

- Salaries and Benefits will have a net increase of \$10.7 million or 12.5% due to negotiated salary and benefit increases and increased staffing added to operate the East Mesa Juvenile Detention facility. This increase in partial year staffing for the East Mesa facility was offset by eliminating positions and reducing staff years in other programs for a net increase of 44 positions (6.76 staff years)
- A total of 125 positions (120.5 staff years) were eliminated from juvenile and adult programs as well as administrative services in order to align departmental expenditures with available revenue. Adult Field Services was reduced by 56.5 positions, Special Supervision was reduced by 5 positions, Juvenile Field Services was reduced by 66 positions, and Department Administration was reduced by 7 positions. Institutional Services reflect a net increase of 141.26 positions.
- Services and Supplies had a net increase of \$0.5 million or 1.02%. An increase in various Services and Supplies accounts of \$4.7 million is due to anticipated costs to open and operate the East Mesa Juvenile Detention Facility (EMJDF), scheduled to open in February 2004. This increase was offset by reductions in Services and Supplies including \$2.0 million in completed Major Maintenance Projects and \$0.7 million in contracted services cost. Information Technology Internal Service Fund was decreased by \$0.9 million. Other one-time cost reductions in various Services and Supplies accounts represent a savings of \$0.6 million, primarily a reduction in Synovation project costs.



Probation

- The Other Charges accounts were reduced by \$2.2 million or 13.9%. This reduction in the Foster Care budget results from a lower rate of placement of juvenile offenders in residential facilities. A reduction in both State and Federal Foster Care revenue offsets this reduction.

Revenue

- This Operational Plan includes a net increase in revenue of \$10.8 million or 7.94%. Program revenues overall decreased by \$5.4 million, while Fund Balance increased by \$9.47 million to provide funding for the last year of the Choice Program (\$1.5 million), Camp Barrett (\$5.0 million) and one time projects such as the completion of the Synovations Case Management system (\$1.0 million) and the remodel of the Juvenile Probation Center (\$1.0 million) and one time costs associated with opening East Mesa Juvenile Hall (\$2.0 million). General Revenue allocation increased by \$6.7 million to fund the increased cost of department operations.
- On-going revenue increases include \$2.5 million from Title 4-E which results from the application of a higher indirect rate applied to direct costs of the staff participating in time study applications, and the higher salaries and benefits costs claimed. Additionally the revenue collected from fees paid by offenders for Probation services is increased by \$1.1 million.
- Intergovernmental Revenues, which include State and Federal Grant allocations, are reduced by \$3.9 million.
- The Board of Corrections funding for the Working to Insure and Nurture Girls Success (WINGS) Program ended in Fiscal Year 2002-03 requiring the elimination of 9 positions. The Juvenile Accountability Incentive

Block Grant Plus revenue is reduced. This one-time revenue was used to open the juvenile drop-off centers program. The elimination of this revenue requires the elimination of 12 positions.

- The revenue from both State and Federal Foster care was reduced by \$1.9 million due to a lower number of commitments to out-of-home placement facilities.
- Other state revenues are reduced due to reductions in the State budget. State Mandate SB 90 revenue of \$0.25 million and \$0.6 million in State Training for Corrections revenue was eliminated. In addition \$0.5 million in Juvenile Justice Crime Prevention Act (JJCPA) revenue was reduced due to less than anticipated interest earning from the delay in receiving the allocation from the State.

Staffing

- The Fiscal Year 2003-04 Operational Plan includes a net increase of 44 positions (6.76 staff years).
- The East Mesa Juvenile Detention Facility is scheduled to open in January 2004, and a total of 169 partial year positions were added in the Operational Plan to staff the new facility. Current populations within the existing Juvenile Hall indicate that the need for detention beds is lower than initially thought. Current plans call for the shifting of existing resources from the existing Juvenile Hall located in Kearny Mesa, and the appropriations added for East Mesa reduced.
- Reductions in General Fund allocations in Adult and Juvenile programs results in the elimination of 125 permanent positions used to offset the additional positions needed.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Available Able-Bodied Offenders on Intensive Supervision Employed within Six Weeks	80%	87%	80%	80%
Breaking Cycles Wards Who Do Not Have a New Arrest Leading to a Conviction or True Finding within One (1) Year of Completing the Program	70%	80%	70%	70%
Wards Successfully Completing Probation	75%	71%	75%	75%
Offenders in the WATch Program Delivering Tox-Free Babies	100%Teen 100% Adult	96%Teen 100% Adult	100%Teen 100% Adult	100%Teen 100% Adult
Wards Who Complete the Juvenile Ranch Facility Program Successfully	87%	94%	87%	87%



Probation

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Adult Field Services	447.00	390.50	(12.64)	386.00	(1.15)
Institutional Services	483.99	625.25	29.19	667.00	6.68
Juvenile Field Services	429.00	363.00	(15.38)	363.00	0.00
Special Supervision	50.00	45.00	(10.00)	45.00	0.00
Department Administration	81.00	74.00	(8.64)	74.00	0.00
Total	1,490.99	1,497.75	0.45	1,535.00	2.49

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Adult Field Services	\$ 27,182,082	\$ 31,072,136	14.31	\$ 32,591,641	4.89
Institutional Services	30,829,508	42,336,576	37.32	48,349,375	14.20
Juvenile Field Services	54,468,042	55,186,616	1.32	57,388,870	3.99
Special Supervision	2,956,098	3,451,874	16.77	3,693,385	7.00
Department Administration	20,174,871	14,635,824	(27.46)	12,866,415	(12.09)
Probation Asset Forfeiture Program	180,000	60,000	(66.67)	35,000	(41.67)
Probation Inmate Welfare Fund	341,500	200,000	(41.43)	225,000	12.50
Total	\$ 136,132,101	\$ 146,943,026	7.94	\$ 155,149,686	5.58

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 85,497,492	\$ 96,176,352	12.49	\$ 105,333,747	9.52
Services & Supplies	35,463,599	35,825,868	1.02	36,076,578	0.70
Other Charges	15,794,121	13,593,283	(13.93)	13,593,283	0.00
Fixed Assets Equipment	139,000	89,000	(35.97)	89,000	0.00
Expenditure Transfer & Reimbursements	(762,111)	(681,870)	(10.53)	(677,922)	(0.58)
Management Reserves	—	1,940,393	(100.00)	735,000	(62.12)
Total	\$ 136,132,101	\$ 146,943,026	7.94	\$ 155,149,686	5.58

**Budget by Categories of Revenues**

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	3,311,000	12,786,000	286.17	5,035,000	(60.62)
Revenue From Use of Money & Property	210,500	200,000	(4.99)	225,000	12.50
Intergovernmental Revenues	47,295,354	43,430,778	(8.17)	41,507,407	(4.43)
Charges For Current Services	7,806,531	8,784,311	12.53	8,784,311	0.00
Miscellaneous Revenues	167,464	68,464	(59.12)	68,464	0.00
Other Financing Sources	22,377,801	19,975,818	(10.73)	21,028,726	5.27
General Revenue Allocation	54,963,451	61,697,655	12.25	78,500,778	27.23
Total	\$ 136,132,101	\$ 146,943,026	7.94	\$ 155,149,686	5.58



Public Defender



Department Description

The Department of the Public Defender is the primary office responsible for providing legal representation to indigent persons accused of crimes or faced with the potential loss of substantial rights. This includes both adults and juveniles charged with murders attempted murders, felony crimes against the person (e.g., robbery, rape, mayhem, etc.), felonies involving drugs or theft or harm to property and misdemeanors. The Public Defender also provides representation in some civil cases, such as juvenile dependency, mental health matters and sexually violent predators. The department provides legal representation to over 100,000 cases annually with 369 budgeted employees and an operating budget of \$45.9 million. The department maintains offices near each of the County's five main courthouses.

Mission Statement

To protect the rights, liberties and dignity of each person whose case has been entrusted to the Public Defender by providing the finest legal representation.

2002-03 Accomplishments

Crime Prevention

- Provided legal representation for: 45 homicide or attempted homicide cases, 2,340 violent crime cases, 15,069 property and drug cases, 70,355 misdemeanor cases, and 3,335 delinquency cases.
- Protected the rights of children by providing legal representation in 6,190 dependency cases.
- Added a Substance Abuse Assessor position to the North County branch to evaluate client's drug and alcohol treatment needs, and to find treatment and educational programs available to assist them.

Human Resources Modernization

- Served as the pilot for the County's career development program with department clerical staff, which focused on training and developing action plans to achieve career goals.
- Provided increased training and education to clerical staff giving special attention to customer satisfaction.
- Created a training and recruitment position to primarily focus on education and skill building for our investigative staff.
- Initiated a Mentorship Program under the leadership of the department's Diversity Committee, which has focused on institutionalizing the program and expanding mentor opportunities to all job classifications.

Workplace Improvement

- Completed the ergonomic upgrade of at least 85% of staff workstations.



Technology

- Participated in the informational sessions and completed work assignments to support the phased deployment of the County's new Oracle financial and Kronos time collection systems.
- Implemented a new case management system that has helped manage resources in all areas of client representation such as immediate access to detailed case information, staff and case assignments, courtroom scheduling, requests and approvals of expert witnesses, generation of legal documents with merge document capabilities, and access to over 100 statistical management reports.
- Continued to place emphasis on paperless systems by establishing a Document Imaging Center and encouraging staff to use the department's Intranet to communicate case law, information on experts, research tools and department communiqués.

2003-05 Objectives

Strategic Initiative – Kids

- Protect the rights of children by providing legal representation for 100% of the cases appointed by the Juvenile Court where no conflict exists.
- Participate in San Pasqual Academy's recruitment efforts to identify qualified foster youth for admission.
- Advocate for improved mental health services for minors at Polinsky Children's Center and support the Center's efforts to that end.
- Partner with San Diego Unified School District to develop sanctions to reduce/eliminate trancies.
- Provide attorney and paralegal support for Teen Court.
- Support the Juvenile Dependency Court's Drug Treatment Programs.

Strategic Initiative – The Environment

- Reduce the use of electricity by implementing conservation efforts at each branch office.

Strategic Initiative – Safe and Livable Communities

- Provide legal representation for 100% of the court-appointed criminal cases where no conflict exists
- Partner with the courts, prosecution, probation, and treatment facilities to ensure the maximum success of Drug Court and Proposition 36 programs.
- Support the Mental Health Unit's efforts to improve the quality of life for mentally ill clients.
- Improve service to clients on probation through hotline services, expunging criminal records, and other means to ensure their success while on probation.
- Coordinate with the District Attorney and the Courts to assist clients whose Social Security payments have been withheld because of outstanding warrants.
- Develop the interface between the department's new criminal case management system and the court's case management system.

Changes from 2002-03 Adopted

Expenditure

- The Fiscal Year 2003-2004 Operational Plan includes an increase in expenditures of \$4.5 million for the increased costs for negotiated Salaries and Benefits

Revenue

- The Fiscal Year 2003-2004 Operational Plan includes an increase in revenues of \$4.5 million in the following areas: An increase of \$745,578 in Trial Court funding to offset the costs of representing juveniles in the dependency court system; An increase of \$1.5 million in Fund Balance to support office wide costs of legal representation in court appointed cases pending identification of sustainable funding options; An



increase of \$2.3 million in County General Revenue support for legal representation for indigent persons; An additional \$3,000 available from the Probation Department's Juvenile Services State Grant for the Deputy Public Defender staffing the Juvenile Drug Court; and a decrease of \$3,769 in anticipated attorney fees collected.

Staffing

- The Fiscal Year 2003-2004 Operational Plan includes 369 authorized staff years, yet funding is removed for 10 of these positions. The positions will be frozen pending the availability of future funding.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Provide legal representation for 100% of the court-appointed cases in the following areas:				
Homicide/Attempted Homicide	52	45	52	52
Violent Crime	2,250	2,340	2,250	2,250
Property and Drug	14,500	15,069	14,500	14,500
Misdemeanor	76,700	70,355	76,700	76,700
Delinquency	3,170	3,436	3,170	3,170
Dependency (No. of open cases FY end)	6,500	6,190	6,500	6,500



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Indigent Defense	369.00	369.00	0.00	369.00	0.00
Total	369.00	369.00	0.00	369.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Indigent Defense	\$ 39,183,290	\$ 43,733,846	11.61	\$ 43,543,359	(0.44)
Total	\$ 39,183,290	\$ 43,733,846	11.61	\$ 43,543,359	(0.44)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 33,483,027	\$ 38,063,242	13.68	\$ 37,898,696	(0.43)
Services & Supplies	5,700,263	5,670,604	(0.52)	5,644,663	(0.46)
Total	\$ 39,183,290	\$ 43,733,846	11.61	\$ 43,543,359	(0.44)

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	—	1,500,000	(100.00)	—	(100.00)
Intergovernmental Revenues	5,292,012	6,040,590	14.15	6,255,208	3.55
Charges For Current Services	1,054,881	1,045,559	(0.88)	1,045,559	0.00
Miscellaneous Revenues	235,250	240,803	2.36	237,110	(1.53)
Other Financing Sources	72,239	72,239	0.00	72,239	0.00
General Revenue Allocation	32,528,908	34,834,655	7.09	35,933,243	3.15
Total	\$ 39,183,290	\$ 43,733,846	11.61	\$ 43,543,359	(0.44)

San Diego County Grand Jury



Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the County. Grand Jury duties, powers, responsibilities, qualifications, and selection processes are outlined in the California Penal Code §888 et seq. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand Jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full time coordinator and one part-time assistant.

As of Fiscal Year 2003-04, the Grand Jury has been transferred from the Public Safety Group to the Finance and General Government Group. This change was recommended by both the Fiscal Year 2001-02 and Fiscal Year 2002-03 Grand Juries, as the services the Grand Jury provides are more aligned with the types of services provided by the departments in the Finance and General Government Group. The Fiscal Year 2002-03 numerical data can be found in the Public Safety Group section of this document under Grand Jury.

Mission Statement

Protect and safeguard the citizens of San Diego County from corrupt and inefficient governmental programs of the County, cities and special districts, by investigating the operations of these agencies and reporting findings and recommendations.

2002-03 Accomplishments

Regional Leadership

- Reviewed, prioritized, and investigated 98 complaints, issues and other County matters of civil concern brought before the Grand Jury.

- Submitted Final Report to the Presiding Judge, the Board of Supervisors, and/or other responsible agencies, when applicable, as required by law (Penal Code §933).
- In response to criminal complaints filed by the District Attorney, conducted timely hearings to determine whether there was sufficient evidence to bring an indictment charging a person with a public offense.
- Returned 54 criminal indictments, and prepared other reports and declarations as required by law (Penal Code §939.8 et seq).

The 2003-05 Objectives can be found in the Finance and General Government Group section – Grand Jury



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Grand Jury Operations	1.00	—	(100.00)	—	(100.00)
Total	1.00	0.00	(100.00)	0.00	(100.00)

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Grand Jury Operations	\$ 479,748	\$ —	(100.00)	\$ —	(100.00)
Total	\$ 479,748	\$ 0	(100.00)	\$ 0	(100.00)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 79,072	\$ —	(100.00)	\$ —	(100.00)
Services & Supplies	400,676	—	(100.00)	—	(100.00)
Total	\$ 479,748	\$ 0	(100.00)	\$ 0	(100.00)

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	26,048	—	(100.00)	—	(100.00)
General Revenue Allocation	453,700	—	(100.00)	—	(100.00)
Total	\$ 479,748	\$ 0	(100.00)	\$ 0	(100.00)

Health and Human Services Agency

Health and Human Services Agency

.....
Health and Human Services Agency Summary
.....

Illness Prevention and Independence
.....

Self Sufficiency and Personal Responsibility
.....

Safe Communities
.....

Healthy Communities
.....

Healthy Behavior and Lifestyles
.....

Administrative Support
.....

Health and Human Services Agency Summary



Agency Description

The Health and Human Services Agency provides a broad range of health and social services, promoting wellness, self-sufficiency, and a better quality of life for all residents. Clients include: indigent or low-income individuals who receive health and behavioral health care; seniors needing in-home help to maintain their independence; abused and neglected children and seniors; families transitioning from welfare to work; and the general public that relies on government for health education and coordination of regional responses to public health threats and other emergencies. Organized into six geographic regions, the Agency's service delivery system reflects a community-based approach using public-private partnerships to meet the needs of families in San Diego County.

Mission Statement

To make people's lives safer, healthier and self-sufficient by managing essential services.

2002-03 Accomplishments

Self Sufficiency

- Expanded the number of residents from 55 to 105 at the San Pasqual Academy, a state-of-the-art residential education campus for foster care youth. Provided an Advanced Emancipation Program, a Work Readiness Program, and an Intergenerational Mentoring Program, pairing youth with senior mentors.
- Recalculated the 60-month CalWORKs time limits for 2,363 individuals based on new State instructions to continue assistance for working families for the maximum period allowed by law.
- Stabilized the average daily population at the Polinsky Children's Center at 127 children, significantly lower than the population levels during the prior three fiscal years.
- Continued to assist with implementation activities for the In-Home Supportive Services (IHSS) Public Authority.

- Informed all Public Assistance and Medi-Cal recipients in the County (an estimated 300,000 people) on how to apply for the Earned Income Tax Credit (EITC) through the Federal Internal Revenue Service.

Health and Wellness

- Achieved 11 of 14 Center for Disease Control critical benchmarks for bioterrorism planning and response indicators of the County's core expertise and infrastructure to prepare and respond to bioterrorism, infectious disease outbreaks, and other public health threats and emergencies.
- Immunized 5,400 young children through the regional public health centers, achieving a center coverage rate for young children of 84%. This is a significantly higher immunization coverage rate compared to last year when the coverage rate was 70%.
- Continued to expand Children's Mental Health Services system capacity by 7.6% to serve a total of 16,173 children.
- Continued implementing the regional integrated Adult/Older Adult mental health services system redesign—operationalized in East region, developed Statements of



Health and Human Services Agency Summary

Work for the Central and North Central Region's procurements, and began planning for the South Region procurement.

- Funded three community-based agencies for childhood obesity prevention education to at-risk populations, and implemented a public health campaign to increase the number of physicians, and their patients and families, who use best practices to manage children with asthma.
- Increased Medi-Cal enrollment Countywide by 8%, from about 242,000 to 262,000, through aggressive outreach efforts in the Agency's regional public health and family resource centers.
- Expanded eligibility criteria to provide health care services to 2,500 individuals with net monthly income between \$600 and \$802 through the County Medical Services (CMS) program.
- Increased the number of clients served in residential and nonresidential treatment for substance abuse problems by 10%, from 17,907 to 19,644.

Crime Prevention

- In collaboration with the Public Safety Group, provided Proposition 36 treatment services to 3,500 eligible County probationers and State parolees in lieu of incarceration and provided substance abuse treatment to an additional 1,500 probationers and parolees.
- Provided Juvenile Diversion services to 4,268 at-risk youth, and 81% of these youth had no subsequent contact with the juvenile justice system one year after services ended.
- In conjunction with the District Attorney, Medical Examiner and other community partners developed an Elder Death Review Team to review suspicious deaths and educate all partners about identifying seniors who are at risk.

- Implemented a Behavioral Healthcare Steering Committee to improve service integration for clients dually diagnosed with serious mental illness and substance abuse problems.
- Jointly developed, with the Public Safety Group, a model State agreement and Memorandum of Understanding for implementing the Board approved Strategic Plan for the Treatment and Supervision of Sexually Violent Predators in San Diego County.
- Through Domestic Violence Response Teams, responded to over 90% of more than 400 domestic violence calls when contacted by the designated law enforcement agency.

2003-05 Objectives

Strategic Initiative – Kids

- Achieve a high level (85%) of immunization of children (ages 19 months up to 36 months) served by the public health centers.
- Increase by 2% the number of children enrolled in Medi-Cal and Healthy Families health coverage, an additional 4,400 children over the 220,000 currently enrolled.
- Ensure a minimum of 70% of up to 200 children served by the Children's Mental Health Services Initiative avoid out-of-home placement.
- Sustain a high percentage (90%) of Welfare to Work participants who exit CalWORKs cash assistance due to earnings or employment and remain off aid for six months.
- Increase the percentage of foster children in 12th grade who graduate with a high school diploma or equivalent from 70% to 72%.



Strategic Initiative – Safe and Livable Communities

- Achieve all 14 Center for Disease Control critical benchmarks for bioterrorism preparedness
- Achieve and maintain a 92% accuracy rate in Food Stamp benefits issued.
- Provide eligible adults timely access to mental health outpatient treatment (within 28 days).
- Ensure that 70% of an estimated 600 Tuberculosis (TB) infected contacts begin and complete treatment.
- Ensure that 40% of Proposition 36 clients in treatment at least four months successfully complete substance abuse treatment.
- Ensure that no more than 25% of up to 8,000 Adult Protective Services cases referred annually are re-referred.

Changes from 2002-03 Adopted

OVERVIEW

The Fiscal Year 2003-04 Operational Plan includes appropriations of \$1.4 billion, approximately the same level as FY 2002-03. The plan includes reductions and shifts in the utilization of all resources due primarily to the limitations of State and Federal funding.

With the State facing a budget deficit estimated at over \$34 billion with no clear mitigation plan, and an ailing economy, the Operational Plan assumes either reductions or no growth in most State and Federal allocations that support the majority of the Health and Human Services Agency's programs. This is in sharp contrast to most prior years where anticipated growth in these allocations was available to fund increased operating costs. This is the third year that cost of doing business is increasing and revenue allocations for caseload growth have not been included in most State funding sources.

Significant changes include a reduction of 182 staff years and a proportionate reduction in contracted services. With the State Budget situation still unresolved, it may be necessary to address additional changes throughout the year. In addition, 178 positions will be frozen pending the evaluation of ongoing funding sources.

Realignment Funding Changes

The State legislature realigned various Health, Mental Health, and Social Services programs in 1991, which shifted a larger share of financial responsibility for these programs to counties. To fund these increased costs, counties received dedicated sales tax revenues and motor vehicle license fees, which comprise what is known as realignment funding. Growth in this funding source was intended to be sufficient to fund ongoing costs and caseload growth in these realigned programs.

Due to the continued slow economy, this revenue source has not kept pace with program growth and is projected to increase minimally for Fiscal Year 2003-04. This is the second consecutive year that realignment revenue has not been sufficient to fund the growth of mandated entitlement programs.

Tobacco Settlement Funds

The securitization of Tobacco Settlement funds provides \$29.4 million annually to the County of San Diego for a 25-year period. The Special Revenue fund reflects this amount for Fiscal Year 2003-04 as well as interest earnings and anticipated fund balance available.



Health and Human Services Agency Summary

Staffing by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Illness Prevention and Independence	1,422.07	1,386.24	(2.52)	1,384.74	(0.11)
Self Sufficiency and Personal Responsibility	1,968.24	1,728.91	(12.16)	1,728.91	0.00
Safe Communities	1,579.00	1,636.25	3.63	1,604.75	(1.93)
Healthy Communities	560.17	621.87	11.01	621.87	0.00
Healthy Behavior and Lifestyles	82.00	83.00	1.22	83.00	0.00
Administrative Support	625.25	598.00	(4.36)	598.00	0.00
Total	6,236.73	6,054.27	(2.93)	6,021.27	(0.55)

Expenditures by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Illness Prevention and Independence	\$ 490,280,027	\$ 458,039,385	(6.58)	\$ 460,623,478	0.56
Self Sufficiency and Personal Responsibility	427,379,117	371,498,880	(13.08)	377,072,098	1.50
Safe Communities	168,885,928	283,752,073	68.01	287,348,994	1.27
Healthy Communities	145,726,467	149,929,204	2.88	152,257,705	1.55
Healthy Behavior and Lifestyles	62,860,986	57,171,126	(9.05)	54,222,102	(5.16)
Administrative Support	124,299,009	102,192,551	(17.78)	88,389,705	(13.51)
Realignment Revenue Funds	281,132,864	281,603,984	0.17	282,907,632	0.46
Tobacco Settlement Funds	29,400,000	39,325,020	33.76	30,215,576	(23.16)
Total	\$ 1,729,964,398	\$ 1,743,512,223	0.78	\$ 1,733,037,290	(0.60)

Illness Prevention and Independence



Program Description

This program provides a number of direct treatment and case management services, and coordinates and administers the delivery of various contracted services. Major services include Adult Mental Health Services, Children's Mental Health Services, California Children's Services, and Aging and Independence Services, including In-Home Supportive Services (IHSS) for the aged and disabled, nutrition, specialized nursing and rehabilitation services (Edgemoor Skilled Nursing Facility), and Public Administrator/Guardian services.

Mission Statement

To treat illness and promote the independence of vulnerable adults, children and adolescents, the aged, and the disabled.

2002-03 Accomplishments

Self Sufficiency

- Continued to assist with the implementation the In-Home Supportive Services (IHSS) Public Authority benefiting those who provide in-home assistance to low-income seniors and people with disabilities.
- Continued to improve the automation of the IHSS program. Participated in a statewide task force to identify the scope of services for a new statewide automated IHSS payroll system.
- Transitioned intake for all IHSS district offices to the Adult and Independence Services Call Center.
- Maintained 250 enrollees in a downtown homeless mentally ill project for adults and older adults to decrease incarceration, re-hospitalization and homelessness, and increase sustained housing.
- Established a "Level 14" residential facility at a Children's Mental Health Services site, enhancing the capacity of the County to meet the needs of abused and neglected children with the most serious emotional and developmental problems.

Health and Wellness

- Developed 17 additional senior "Feeling Fit" fitness classes, with a minimum of 20 participants in each class, and increased to 25 the number of health education presentations on osteoporosis to seniors in the community.
- Continued implementing the regional integrated Adult/Older Adult mental health services system redesign—operationalized in East region, developed Statements of Work for the Central and North Central Region's procurements, and began planning for the South Region procurement.
- Continued to implement the Children's Mental Health Services Initiative, providing services for up to 200 Seriously Emotionally Disturbed children and adolescents at the current budget and level of funding.
- Expanded Children's Mental Health Services system capacity by 7.6% to serve a total of 16,173 children. Focus continued on school-based services, intensive case management, wraparound, and specialized residential treatment.
- Participated in Depression Day screenings throughout the County where 1,245 individuals were screened at 29 sites, and eligible individuals referred for ongoing mental health treatment.



Illness Prevention and Independence

- Recognized by the President's New Freedom Commission on Mental Health as the first California County to initiate a recovery-based disease management project for the treatment of schizophrenia, based on the successful Texas Medication Algorithm Project.

Crime Prevention

- Implemented a Behavioral Healthcare Steering Committee to improve service integration for clients dually diagnosed with serious mental illness and substance abuse problems.
- Jointly developed, with the Public Safety Group, a model State agreement and Memorandum of Understanding for implementing the Board approved Strategic Plan for the Treatment and Supervision of Sexually Violent Predators in San Diego County.

Fiscal Stability

- Increased the number of adult mental health clients screened for their ability to pay by reducing, by approximately 77 percent, those clients who were not screened.
- Avoided over \$0 .5 million dollars in costs for psychotropic medications by increasing participation in the pharmaceutical industry's Patient Assistance Program.
- Developed a Memorandum of Understanding with San Diego County Revenue and Recovery to collect County overpayments from IHSS providers and clients.

Technology

- Implemented an interactive Network of Care website for mental health services, serving as the pilot project for the State.
- Initiated a process to replace an obsolete mental health client tracking, billing and claiming management information system.

Regional Leadership

- Received Healthcare and Aging Awards for two projects—"Feeling Fit" Clubs and the Network of Care website—at the Annual Joint Conference of the National Council on Aging and the American Society on Aging.

2003-05 Objectives

Strategic Initiative – Kids

- Provide eligible children and youth timely access to mental health outpatient treatment (within 28 days of referral).
- Ensure that a minimum of 70% of up to 200 children served by the Children's Mental Health Services Initiative avoid out-of-home placement.

Strategic Initiative – Safe and Livable Communities

- Provide eligible adults timely access to mental health outpatient treatment (within 28 days of referral).
- Ensure that no more than 23% of adult patients discharged from psychiatric hospitalization need to be readmitted within 30 days of their release.

Changes from the 2002-03 Adopted

Expenditures

The plan for Illness Prevention and Independence includes reductions and shifts in the utilization of all resources to fund negotiated salary and benefit adjustments and caseload increases in mandated programs within the limitations of State and Federal funding. Also included is the shift of the newly formed Countywide Child Welfare Services to Safe Communities. The plan proposes decreases in overall expenditures by a net \$32.2 million for Fiscal Year 2003-04.

- \$10.4 million proposed increase in Salaries and Benefits for negotiated salary and benefit agreements offset by costs associated with the net reduction of 35.83 staff years.



Net \$11.6 million proposed decrease in Services & Supplies as a result of:

- \$9.0 million proposed decrease in contracted services. These changes include:
 - \$9.2 million net increase in IHSS contracts to fund caseload growth.
 - \$0.2 million reduction in Mental Health Senior Team based on limited funds.
 - \$0.6 million decrease in services to support Edgemoor Skilled Nursing Facility due to limited funds.
 - \$9.2 million decrease in Children's Mental Health services due to limited State funds available and transfer of some services to Safe Communities program.
 - \$7.1 million decrease in Adult Mental Health services due to limited State funds.
 - \$0.7 million decrease in Multi-Purpose Senior Services due to limited funds available.
 - \$0.4 million reduction in other programs including AIDS Waiver and Respite Care Registry due to limited funds available.
- \$2.6 million additional decrease in Services & Supplies, due to:
 - \$0.9 million reduction in Mental Health institutional services.
 - \$1.7 million reduction in various Services & Supplies throughout Illness Prevention and Independence due to unavailability of funding.
- \$36 million decrease in Other Charges due to moving Foster Care Aid and Seriously Emotionally Disturbed payments from Illness Prevention and Independence to Safe Communities and a reduction of appropriations in California Children's Services to align the budget with anticipated need.
- \$0.1 million decrease in Fixed Assets and Expenditure Transfer and Reimbursements

- \$5.1 million increase in Operating Transfer Out to the IHSS Public Authority to fund previously approved health benefits that were budgeted and paid for in Aging and Independence Services in prior years.

Revenue

Decreases overall revenue by \$32.2 million in Fiscal Year 2003-04:

- \$33.5 million decrease in Intergovernmental Revenue due to shifts of revenue or changes in revenue to align budgeted levels with anticipated changes in available revenue.
 - \$11.3 million increase in revenue for IHSS and Public Authority to meet County share of unfunded caseload growth.
 - \$19.2 million transferred to Safe Communities for Countywide Child Welfare Services
 - \$16.2 million decrease in Children's Mental Health revenue due to reductions in Early and Periodic Screening Diagnosis and Treatment (EPSDT), SB-90 and Managed Care revenue.
 - \$8.2 million decrease in Adult Mental Health revenue due to reductions in Managed Care, EPSDT, MediCal Administrative Activities/Targeted Case Management (MAA/TCM) and Short-Doyle funding.
 - \$0.7 million decrease in revenue for Edgemoor Skilled Nursing Facility due to unavailability of funds.
 - \$1.1 million reduction in a variety of Aging and Independence Services revenues.
 - \$0.6 million increase in California Children's Services.
- \$14.7 million decrease in Other Financing Sources as a result of a reorganization of the administration of Countywide Child Welfare Services and the transfer of that program to Safe Communities; mitigation of State



Illness Prevention and Independence

suspension of SB-90 payments and a slight offset from increases in revenue to mitigate suspension of SB-90 payments by the State.

- \$1.7 million reduction related to a 15% reduction in State proposed Medi-Cal provider rate for Edgemoor Skilled Nursing Facility.
- \$0.4 million increase in Charges for Current Services related to increases in revenue in the Public Guardian/Public Administrator.

The net General Purpose Revenue for Illness Prevention and Independence increased by \$18 million. This includes increased General Purpose Revenue support of \$13.8 million for: California Children's Services, Edgemoor, and Adult and Children's Mental Health and shifted \$4.2 million from other Health & Human Services Agency Programs without impact to services in those programs.

Staffing

Illness Prevention and Independence staffing reflects a proposed net reduction of 35.83 staff years in Fiscal Year 2003-04. This reduction is due to:

- Addition of 14.00 staff years in California Children's Services to meet State requirements.
- Decrease of 29.33 staff years in Adult Mental Health Services that was necessary as a result of reduction in State Revenues and negotiated salary and benefit adjustments.
- Decrease of 19.00 staff years in Children's Mental Health Services and of 1.5 staff years in Aging and Independence Services.

Significant changes in Fiscal Year 2004-05

Fiscal Year 2004-05 proposed appropriations are a net \$2.6 million increase over Fiscal Year 2003-04, due primarily to a \$3.5 million increase in negotiated labor contracts and a \$0.9 million decrease in Services & Supplies.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Achieve adult mental health clients' Global Assessment for Function (GAF) Scale levels in 24-hour programs	+8 GAF Pts.	+10 GAF Pts.	+8 GAF Pts.	+8 GAF Pts.
Improve access to routine outpatient adult mental health assessment by ensuring waiting time does not exceed the following days	14 days	8 days	28 days ²	28 days ²
Adult patients discharged from psychiatric hospitalization readmitted within 30 days of their release (not to exceed)	23%	20%	23% ²	23% ²
Improve access to Children's Mental Health outpatient treatment by ensuring waiting time does not exceed the following days	14 days	18.5 days ¹	28 days ²	28 days ²
Children and youth served in the System of Care Initiative who avoid residential placement	70%	86%	70% ²	70% ²
In Home Supportive Services average number of hours of service per month provided each client compared to State average (not to exceed)	85 hours	78 hours	85 hours ²	85 hours ²
Mental Health Conservator – Number of Conservatorships (not to exceed)***	1,490	1,130	N/A	N/A
In Home Supportive Services customers remaining independent***	95%	95%	N/A	N/A
Seniors participating in AIS nutrition programs receiving one-third of the required daily nutrition allowance.***	16,500	17,290	N/A	N/A

***These measures will not be reported in future Operational Plans as the Agency is migrating toward measures that are outcome-oriented and aligned with strategic priorities.

¹The FY 2002-03 estimated actual outpatient wait time for children is 18.5 days, which is higher than the 14-day target. Despite expansion of mental health services through the Early and Periodic Screening, Diagnosis, and Treatment program, demand for services continues to increase in excess of capacity.

²Based on projected funding, these new, proposed targets are either less aggressive than this year's adopted target, or remain the same as this year's adopted target, even though high performance levels would suggest that the target be raised.



Illness Prevention and Independence

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
South Region California Children's Services	129.75	143.75	10.79	143.75	0.00
Aging and Independence Services	612.50	611.00	(0.24)	611.00	0.00
Children's Mental Health Services	224.91	205.91	(8.45)	204.41	(0.73)
Adult Mental Health Services	454.91	425.58	(6.45)	425.58	0.00
Total	1,422.07	1,386.24	(2.52)	1,384.74	(0.11)

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
South Region California Children's Services	\$ 11,904,675	\$ 13,198,638	10.87	\$ 13,766,038	4.30
Aging and Independence Services	211,058,569	226,435,429	7.29	228,362,920	0.85
Children's Mental Health Services	131,944,594	88,086,635	(33.24)	88,609,743	0.59
Adult Mental Health Services	131,295,879	126,003,660	(4.03)	125,569,754	(0.34)
Ambulance CSA's - Health & Human Services	4,076,310	4,315,023	5.86	4,315,023	0.00
Total	\$ 490,280,027	\$ 458,039,385	(6.58)	\$ 460,623,478	0.56

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 86,606,598	\$ 96,996,506	12.00	\$ 100,524,534	3.64
Services & Supplies	359,212,843	347,649,643	(3.22)	346,705,708	(0.27)
Other Charges	40,500,529	4,453,227	(89.00)	4,453,227	0.00
Fixed Assets Equipment	255,120	76,913	(69.85)	76,913	0.00
Expenditure Transfer & Reimbursements	(61,657)	(14,677)	(76.20)	(14,677)	0.00
Operating Transfers Out	3,766,594	8,877,773	135.70	8,877,773	0.00
Total	\$ 490,280,027	\$ 458,039,385	(6.58)	\$ 460,623,478	0.56



Illness Prevention and Independence

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	152,231	189,100	24.22	189,100	0.00
Taxes Current Property	801,610	818,400	2.09	818,400	0.00
Taxes Other Than Current Secured	10,179	16,800	65.05	16,800	0.00
Fines, Forfeitures & Penalties	107,933	107,933	0.00	107,933	0.00
Revenue From Use of Money & Property	183,687	234,337	27.57	234,337	0.00
Intergovernmental Revenues	307,972,877	274,518,183	(10.86)	274,299,479	(0.08)
Charges For Current Services	24,912,778	23,786,023	(4.52)	23,786,023	0.00
Miscellaneous Revenues	2,205,169	1,100,067	(50.11)	1,100,067	0.00
Other Financing Sources	140,683,849	125,988,941	(10.45)	127,988,941	1.59
General Revenue Allocation	13,249,714	31,279,601	136.08	32,082,398	2.57
Total	\$ 490,280,027	\$ 458,039,385	(6.58)	\$ 460,623,478	0.56



Self Sufficiency and Personal Responsibility



Program Description

This Program provides needy people and families temporary financial assistance, and works with them to combine the health care, employment services, and other social services that they need to become self-sufficient and personally responsible. The program administers the California Work Opportunities and Responsibility to Kids (CalWORKs) program; Welfare to Work employment case management; subsidized childcare payment assistance program; screening and eligibility determination for all other temporary financial assistance programs; Aging and Independence Services, Senior Employment, information and assistance services; and the Veterans Service Office.

Mission Statement

To assist individuals and families in achieving financial independence.

2002-03 Accomplishments

Self-Sufficiency

- Recalculated the 60-month CalWORKs time limits for 2,363 individuals based on new State instructions to continue assistance for working families for the maximum period allowed by law.
- Maintained an accuracy rate of 90.19% of Food Stamp benefits issued.
- Provided childcare subsidies to 4,435 families to enable participation in jobs or job preparation.
- Maintained a conversion rate of 70%, ensuring continued Medi-Cal coverage for CalWORKs families who no longer receive cash aid.
- Monitored and ensured that 86% of a total of 525 refugees who completed training achieved employment.
- Significantly increased, by 87% (from 2,625 to 4,900) the number of veterans' dependents enrolled in the State College Fee Waiver Program.
- Informed all Public Assistance and Medi-Cal recipients in the County (an estimated 300,000 people) on how to apply for the Earned Income Tax Credit (EITC) through the Federal Internal Revenue Service.
- Partnered with community-based organizations in Central and North County Regions to provide information to low-income families about the Earned Income Tax Credit (EITC) program, resulting in 596 completed tax returns and over \$750,000 in Federal funds returned to residents of the County of San Diego.
- Continued to partner with the City of San Diego's Housing and Community Development Department to provide case management services to the homeless at the new year-round City shelter at Cortez Hill. Other collaborative efforts also continued, such as the Homeless Outreach Team.
- Linked 83% (63,840 of 77,040) of clients to appropriate health and social service resources through information and referral services.
- Produced the video, "The Faces of CalWORKs," to educate community partners about the services offered by the CalWORKs Program.



Self Sufficiency and Personal Responsibility

Technology

- Expanded the community's use of the Aging & Independence Services Call Center from an average of 4,268 calls per month last fiscal year to 5,451 calls per month this fiscal year, a 28% increase.
- Implemented an interactive Network of Care website providing access to information and resources for seniors and the disabled, and for use by Agency staff to facilitate referrals.

2003-05 Objectives

Strategic Initiative – Kids

- Sustain a high percentage (90%) of Welfare to Work participants who exit CalWORKs cash assistance due to earnings or employment and remain off aid for 6 months.
- Sustain a level of 50% of Welfare-to-Work participants who are employed.
- Maintain a conversion rate of 70% to continue Medi-Cal coverage for CalWORKs recipients who no longer receive cash aid.
- Ensure CalWORKs families obtain payments for childcare within ten days of receipt of the claim.
 - 100% for up to 3,000 families served by Stage 1
 - 95% for up to 1,000 families served by Stage 2

Strategic Initiative – Safe and Livable Communities

- Achieve and maintain a 92% accuracy rate in Food Stamp benefits issued.

Changes from 2002-03 Adopted

Expenditure

The plan for Self Sufficiency and Personal Responsibility includes reductions and shifts in the utilization of all resources to fund negotiated salary and benefit adjustments due to the limitations of State and Federal funding. Also included in the plan is the shift of the newly formed

Countywide Child Welfare Services to Safe Communities. The plan includes an overall net decrease of \$55.9 million, primarily as a result of a reorganization of the administration of Countywide Child Welfare Services and the transfer of that program to Safe Communities. The most significant changes follow:

- \$5.6 million net increase in Salaries and Benefits due to negotiated salary and benefit agreements offset by the costs associated with the reduction or transfer of 239.33 staff years.
- \$0.3 million increase in Veteran's Affairs and the Ombudsman program.
- \$54.9 million transfer of Countywide Child Welfare Services appropriations to Safe Communities.
- \$2.5 million reduction in Welfare to Work funding for contracted services and client benefits based on projected further reductions in caseload in these programs.
- \$1.9 million decrease in AIDS Waiver, Adult Protective Services, and Multi-Services Senior Programs due to limitations of State Funding and negotiated salary and benefit adjustments.
- \$1.8 million decrease in expenditures for non-mandated Information and Referral services due to funding constraints.
- \$0.7 million reduction in Childcare to align the program with proposed State funding.

Revenue

- Decrease of \$55.9 million overall in alignment with appropriation decreases. This includes:
- \$34.4 million transfer of Intergovernmental Revenue to Safe Communities for the due to the reorganization of the administration of Children's Welfare Services.
- \$15.0 million shift in Social Services Realignment revenue also as part of the Countywide Child Welfare Services move to Safe Communities.



- \$1.0 million transfer of Miscellaneous Revenue to Safe Communities for the shift in budgeting the San Pascual Academy as part of Child Welfare Services.
- \$0.5 reduction in miscellaneous other revenue sources.
- \$5.0 million decrease in General Purpose Revenue, shifted to other programs with no impact to services.

Staffing

Proposed net Reduction of staff by 239.33 staff years. This includes both reductions and transfer of staff to Safe Communities. Significant impacts include:

- Transfer of 129 Countywide Child Welfare Services staff from Self Sufficiency and Personal Responsibility to Safe Communities.

- Reduction of 78 staff years in Family Resource Center, necessary as a result of no increases in State Revenue for increased costs of negotiated salary and benefit adjustments.
- Reduction of Information and Referral staff years by 22 due to reductions in Social Work services, increasing the difficulty of client access to complex service systems.
- Reduction of Welfare to Work Staff by 10 to meet current levels of need.

Significant Changes in Fiscal Year 2004-05

Fiscal Year 2004-05 is proposed to increase by \$5.6 million from Fiscal Year 2003-04, due primarily to increases in negotiated salary and benefit agreements and operational costs.



Self Sufficiency and Personal Responsibility

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Employable CalWORKs recipients with earned income	50%	52%	50%	50%
Maintain Medi-Cal coverage for CalWORKs recipients who no longer receive cash aid	70%	72%	70%	70%
Childcare payment eligibility determinations completed within 30 days	90%	98%	90% ²	90% ²
Childcare payments issued within 10 days of receipt of attendance sheets (Stage 1)	100%	100%	100%	100%
Welfare to Work participants who exit CalWORKs cash assistance due to earnings or employment and remain off aid for 6 months	90%	90%	90%	90%
Food Stamps payment accuracy rate	92%	90% ¹	92%	92%
Clients accessing Information and Referral Services who were linked to appropriate health and social service resources	80%	83%	80% ²	80% ²

¹The Food Stamp payment accuracy rate was 90% for FY 2002-03, which is below the target, or Federal tolerance, of 92%. The Federal tolerance rate is the average of all states and varies from year to year. For the Federal quality control sample, the accuracy rate is measured by correct benefits divided by actual benefits issued (incorrect benefits may reflect over-issuances and under-issuances). The County has undertaken a number of remedial actions, including conducting quality control desk audits, developing an automated process for computing over-issuance payments, and forming a work group of Health & Human Services Agency (HHSA) family resource center managers, training, and other staff to implement an accountability plan for public assistance programs. All recommendations of a State Management Evaluation Review of San Diego County will be implemented by June 2003. Also, managers are reviewing best practices in other counties that have successfully improved accuracy, and will implement those with the highest probability of success.

²Based on projected funding, these new, proposed targets are either less aggressive than this year's adopted target, or remain the same as this year's adopted target, even though high performance levels would suggest that the target be raised.



Self Sufficiency and Personal Responsibility

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Central Region	501.25	468.91	(6.45)	468.91	0.00
East Region	355.91	338.75	(4.82)	338.75	0.00
North Central Region	537.58	376.75	(29.92)	376.75	0.00
North Coastal Region	175.50	173.50	(1.14)	173.50	0.00
North Inland Region	178.50	168.50	(5.60)	168.50	0.00
South Region	184.50	164.50	(10.84)	164.50	0.00
Aging and Independence Services	4.00	11.00	175.00	11.00	0.00
Contract Operations	24.00	21.00	(12.50)	21.00	0.00
Policy and Program Support	7.00	6.00	(14.29)	6.00	0.00
Total	1,968.24	1,728.91	(12.16)	1,728.91	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Central Region	\$ 83,314,960	\$ 85,311,254	2.40	\$ 86,793,809	1.74
East Region	114,481,200	114,028,033	(0.40)	115,200,434	1.03
North Central Region	114,744,289	54,618,338	(52.40)	55,816,119	2.19
North Coastal Region	19,483,384	21,109,681	8.35	21,686,306	2.73
North Inland Region	28,498,695	29,371,797	3.06	29,863,198	1.67
South Region	53,321,322	53,725,484	0.76	54,194,628	0.87
Aging and Independence Services	805,185	1,449,021	79.96	1,493,217	3.05
Contract Operations	5,886,867	5,943,228	0.96	6,046,909	1.74
Policy and Program Support	6,843,215	5,942,044	(13.17)	5,977,478	0.60
Total	\$ 427,379,117	\$ 371,498,880	(13.08)	\$ 377,072,098	1.50

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 85,707,954	\$ 91,289,888	6.51	\$ 96,808,679	6.05
Services & Supplies	43,116,417	33,810,890	(21.58)	33,865,317	0.16
Other Charges	298,554,746	246,398,102	(17.47)	246,398,102	0.00
Total	\$ 427,379,117	\$ 371,498,880	(13.08)	\$ 377,072,098	1.50

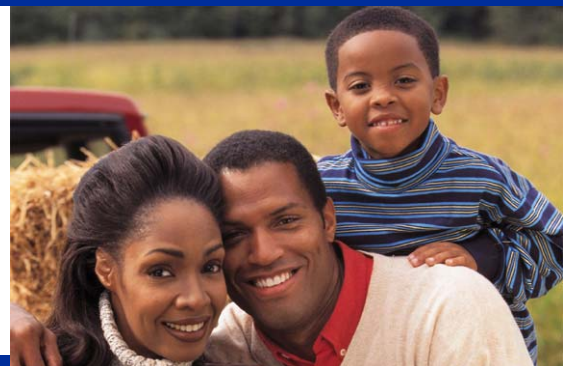


Self Sufficiency and Personal Responsibility

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	100,000	—	(100.00)	—	(100.00)
Licenses Permits & Franchises	33,000	—	(100.00)	—	(100.00)
Revenue From Use of Money & Property	250,000	—	(100.00)	—	(100.00)
Intergovernmental Revenues	408,231,997	373,794,066	(8.44)	373,794,066	0.00
Charges For Current Services	208,677	192,327	(7.84)	192,327	0.00
Miscellaneous Revenues	3,840,619	2,837,578	(26.12)	2,837,578	0.00
Other Financing Sources	16,397,026	1,329,235	(91.89)	1,329,235	0.00
General Revenue Allocation	(1,682,202)	(6,654,326)	295.57	(1,081,108)	(83.75)
Total	\$ 427,379,117	\$ 371,498,880	(13.08)	\$ 377,072,098	1.50

Safe Communities



Program Description

This program is mandated by State law to receive referrals, investigate, assess, and provide services to children, families, and adults who are at risk for abuse, neglect, and exploitation. The program administers Child Protective Services foster care payments, recruitment, and investigations, youth Independent Living Skills program, Adult Protective Services, Ombudsman Program, Commission on Children, Youth and Families, Office of Violence Prevention, Critical Hours, and Family Home Visiting. Safe Communities organizes parents, providers, and other community leaders to prevent and reduce the effects of child and adult abuse, neglect and exploitation.

Mission Statement

To reduce abuse, neglect and exploitation of children, families and adults through coordinated community efforts.

2002-03 Accomplishments

Self Sufficiency

- Ensured that 90% of 6,448 children in the Child Protective Services system were unified or reunified with a permanent family. This includes children who were adopted, placed with a guardian, or reunified with their families.
- Despite new, more stringent state regulations, 37% of abused and neglected children removed from their homes were placed with relatives in order to minimize disruption in the lives of these children.
- Expanded the number of residents from 55 to 105 at San Pasqual Academy, a state-of-the-art residential education campus for foster care youth. Provided an Advanced Emancipation Program, a Work Readiness Program, and an Intergenerational Mentoring Program, pairing youth with senior mentors.

- Continued data collection for the on-going evaluation of foster youth residing at San Pasqual Academy to determine youths' overall preparedness for independent living.
- Exceeded 100% of the State target of 650 by placing 680 children in adoptive homes.
- Stabilized the average daily population at the Polinsky Children's Center at 127 children, significantly lower than the population levels during the prior three fiscal years.
- Modified program design and, in partnership with the Community Services Group's Department of General Services, completed necessary refurbishment as required for licensure for Polinsky Children's Center.
- Placed 50% of more than 600 abused and neglected children in their own community or region when placed in licensed foster home in order to provide more continuity for these children.

Health and Wellness

- Conducted annual assessment visits at 85% of all skilled nursing facilities, intermediate care facilities, and residential care facilities for the elderly.



Safe Communities

- Developed and implemented a quality assurance plan to ensure appropriate services are offered to each youth at Polinsky Children's Center.

Crime Prevention

- Investigated 90% of allegations of elder abuse within ten days of initial report.
- Resolved 65% of all abuse and neglect complaints in nursing homes and residential care facilities to the satisfaction of the resident or complainant.
- In conjunction with the District Attorney, Medical Examiner, and other community partners, developed an Elder Death Review Team to review suspicious deaths and educate all partners about identifying seniors who are at risk
- Provided 500 community education presentations on how to identify and report adult abuse or neglect.
- Provided Juvenile Diversion services to 4,268 at-risk youth, and 81% of these youth had no subsequent contact with the juvenile justice system one year after services ended.
- Maintained and funded Critical Hours program efforts to engage over 6,000 middle school age youth in enriching and safe after-school activities.
- Ensured Domestic Violence Response Teams responded to over 90% of more than 400 domestic violence calls when contacted by the designated law enforcement agency.

2003-05 Objectives

Strategic Initiative – Kids

- Respond within 24 hours to 95% of the urgent referrals assigned to Child Protective Services.
- Ensure that 90% of foster children in permanent placement receive a visit from a caseworker every two months.

- Ensure that 90% of foster children unify or reunify with a permanent family.
- Ensure that 50% of children placed in licensed foster care are placed within their own communities.
- Increase the percentage of foster children in 12th grade who graduate with a high school diploma or equivalent to 72%.
- Maintain a minimum of 75% of Critical Hours participants who have a reduction of at-risk behavior and/or sustained low levels of adverse contact with the juvenile justice system.

Strategic Initiative – Safe and Livable Communities

- Ensure that no more than 25% of up to 8,000 Adult Protective Services cases referred annually are re-referred.

Changes from 2002-03 Adopted

In Fiscal Year 2003-04 the Safe Communities Program will include the newly formed Countywide Child Welfare Services Division (CCWS), which includes child welfare programs previously in the North Central Region, Policy and Program Support Division, and Children's Mental Health Services. This technical adjustment consolidates child welfare services including administrative and support staff, contracts and aid payments into the new Countywide Child Welfare Services.

Expenditures

The plan for Safe Communities includes reductions and shifts in the utilization of all resources to fund negotiated salary and benefit adjustments due to the limitations of State and Federal funding. The plan also includes the shift of the newly formed Countywide Child Welfare Services into Safe Communities. The plan increases overall expenditures by \$114.9 million, primarily due to a reorganization of Child Welfare Services and transfer of those services to Safe Communities from Self-Sufficiency and Personal Responsibility and Illness Prevention and Independence.



- \$22.8 million increase in Salaries and Benefits reflects additional staff, a net 57.25 staff years, based on the reconfiguration of the Safe Communities Program's Countywide Child Welfare Services, and for negotiated salary and benefit agreements.
- \$11.5 million reduction in Services and Supplies to align budgeted appropriations with anticipated State Budget levels:
 - \$3.2 million decrease in various services and supplies items to bring the budgeted level of appropriations to the level proposed in the State Budget.
 - \$2.8 million reduction in Child Welfare Services contracts that are no longer consistent with the CWS mission.
 - \$2.7 million decrease in contracted services eliminating the Juvenile Diversion program.
 - \$2.0 million decrease in Bioterrorism contracts, mostly IT and other one-time projects due to completion of those projects.
 - \$0.8 million decrease in non-mandated Ex-Offender Diversion and Domestic Violence contracts due to insufficient funding.
- \$103.9 million increase in Other Charges:
 - \$19.0 million increase in appropriations for Foster Care, Aid in the Adoption of Children, and Aid for Seriously Emotionally Disturbed (SED) children due to projected caseload growth.
 - \$84.9 million shift in aid payments from the Self-Sufficiency and Personal Responsibility and Illness Prevention and Independence Programs with no impact to services.
- \$73.0 million increase in Intergovernmental and Miscellaneous Revenues primarily associated with the shift of appropriations resulting from the reorganization of the Countywide Child Welfare Services and shift of services from other programs.
- \$33.3 million increase in Other Financing Sources due primarily to the reconfiguration of the Countywide Child Welfare Services program.
- \$7.7 million increase in General Purpose Revenue, shifted from other programs, with no impact on services.
- \$0.9 million increase in revenue from Licenses, Permits and Franchises and Revenue from use of Money and Property.

Staffing

Shifts staffing to Safe Communities for a net program shift of 57.25 staff years. The most significant changes follow:

- Safe Communities experiences a shift of 132.25 Childrens Welfare Service staff from other programs, with no net increase in Agency staffing for these moves.
- 30.00 staff years reduced from the regional Child Welfare Services necessary as a result of no increases in State Revenue for increased costs of negotiated salary and benefit adjustments.
- 42.50 staff years from the Bioterrorism program previously in Safe Communities redistributed to Healthy Communities.
- Aging and Independence Services (AIS) shifted 5.00 staff years to programs outside of Safe Communities. In AIS, the Ombudsman added 2.50 staff years to supervise volunteers advocating for persons in long-term care facilities.

Significant Changes in Fiscal Year 2004-05

Fiscal Year 2004-05 is proposed to increase by \$3.6 million from Fiscal Year 2003-04 primarily due to negotiated salary and benefit adjustments.

Revenue

\$114.9 million net increase in overall revenues in alignment with appropriation increases. This includes:



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Face-to face Adult Protective Services investigations within 10 days	90%	94%	90% ²	90% ²
Adult Protective Services clients with closed cases who are referred for a subsequent substantiated event within 6 months (not to exceed)	25%	20%	25% ²	25% ²
Child Protective Services urgent referrals responded to within 24 hours	95%	92% ¹	95%	95%
Foster children in permanent placement who are visited by a caseworker every two months	90%	94%	90% ²	90% ²
Foster children in 12 th grade who complete High School or obtain a GED	64%	69%	72%	74%
Foster children placed within their own communities of those in licensed foster care	49%	50%	50%	50%
Number of children placed in adoptive homes	648	680	648	648
Children who unify or reunify with a permanent family (reunified with family, adopted, place with guardian)	90%	97%	90% ²	90% ²
Youth participating in Critical Hours program who have reduction of at-risk behavior and/or sustained low levels of adverse contact with the juvenile justice system	75%	97%	75% ²	75% ²
Participants in the diversion program with no contact with the juvenile justice system one year after case closing***	80%	81%	80%	80%
Children removed from home that will maintain family ties by being placed with relatives***	40%	37%	N/A	N/A
Calls responded to by Domestic Violence Response Teams that fit response criteria***	75%	94%	N/A	N/A
Number of new unduplicated attendees in the Critical Hours program***	2,500	6,320	N/A	N/A

***These measures will not be reported in future Operational Plans as the Agency is migrating toward measures that are outcome-oriented and aligned with strategic priorities.

¹At 92% for FY 2002-03, performance is below the 95% target for timeliness of Child Protective Services urgent referrals. The problem is largely attributed to data entry and software problems. Remedial actions have already been taken to mitigate these issues.



²Based on projected funding, these new, proposed targets are either less aggressive than this year's adopted target, or remain the same as this year's adopted target, even though high performance levels would suggest that the target be raised.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Central Region	182.00	177.00	(2.75)	173.00	(2.26)
East Region	130.00	124.00	(4.62)	117.00	(5.65)
North Central Region	747.00	78.00	(89.56)	75.00	(3.85)
North Coastal Region	93.00	93.00	0.00	91.00	(2.15)
North Inland Region	104.50	94.50	(9.57)	91.50	(3.17)
South Region	108.50	102.50	(5.53)	98.00	(4.39)
Aging and Independence Services	98.00	95.50	(2.55)	95.50	0.00
Policy and Program Support	50.00	7.00	(86.00)	7.00	0.00
Strategy and Planning Division	3.00	3.00	0.00	3.00	0.00
Office of Public Health	63.00	20.50	(67.46)	20.50	0.00
County Child Welfare Services	—	841.25	(100.00)	833.25	(0.95)
Total	1,579.00	1,636.25	3.63	1,604.75	(1.93)

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Central Region	\$ 12,303,069	\$ 13,617,695	10.69	\$ 14,126,890	3.74
East Region	8,626,053	9,355,481	8.46	9,445,994	0.97
North Central Region	95,822,833	5,866,202	(93.88)	5,997,495	2.24
North Coastal Region	6,698,382	7,463,998	11.43	7,705,108	3.23
North Inland Region	7,023,778	7,574,428	7.84	7,750,703	2.33
South Region	8,365,260	9,297,765	11.15	9,434,471	1.47
Aging and Independence Services	9,291,628	9,318,947	0.29	9,719,034	4.29
Contract Operations	5,126,122	1,870,443	(63.51)	1,351,063	(27.77)
Policy and Program Support	10,812,581	608,728	(94.37)	642,065	5.48
Strategy and Planning Division	316,222	367,720	16.29	382,330	3.97
Office of Public Health	4,500,000	4,288,474	(4.70)	4,296,380	0.18
County Child Welfare Services	—	214,122,192	(100.00)	216,497,461	1.11
Total	\$ 168,885,928	\$ 283,752,073	68.01	\$ 287,348,994	1.27

**Budget by Categories of Expenditures**

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 85,047,160	\$ 107,904,549	26.88	\$ 112,274,911	4.05
Services & Supplies	43,479,151	31,984,898	(26.44)	31,211,457	(2.42)
Other Charges	39,963,220	143,850,483	259.96	143,850,483	0.00
Fixed Assets Equipment	396,397	12,143	(96.94)	12,143	0.00
Total	\$ 168,885,928	\$ 283,752,073	68.01	\$ 287,348,994	1.27

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Licenses Permits & Franchises	490,000	814,000	66.12	814,000	0.00
Fines, Forfeitures & Penalties	67,267	67,267	0.00	67,267	0.00
Revenue From Use of Money & Property	—	584,308	(100.00)	584,308	0.00
Intergovernmental Revenues	143,736,293	215,751,286	50.10	215,597,328	(0.07)
Charges For Current Services	918,093	836,007	(8.94)	825,112	(1.30)
Miscellaneous Revenues	364,718	1,375,140	277.04	1,375,140	0.00
Other Financing Sources	7,725,933	41,052,778	431.36	41,053,330	0.00
General Revenue Allocation	15,583,624	23,271,287	49.33	27,032,509	16.16
Total	\$ 168,885,928	\$ 283,752,073	68.01	\$ 287,348,994	1.27



Healthy Communities



Program Description

Healthy Communities encompasses community focused health programs and services for improving the overall quality of life for our residents. Healthy Communities' services promote perinatal care, well child exams, immunizations, public health protection, chronic disease management, nutrition, and preventive health care for the aging, County Medical Services (CMS) for the indigent population, Emergency Medical Services (EMS), alternative dispute resolution, and general community-based prevention services.

Mission Statement

Through partnerships, promote, enhance, and sustain the health and well being of individuals, families and communities.

2002-03 Accomplishments

Health and Wellness

- Achieved 11 of 14 Center for Disease Control critical benchmarks for bioterrorism planning and response.
- Prepared an assessment of the County's trauma system.
- Immunized 5,400 young children through the regional public health centers, achieving a center coverage rate for young children of 84%. This is a significantly higher immunization coverage rate compared to last year when the coverage rate was 70%.
- Provided information and referral services to 8,000 clients annually through San Diego Kids Health Assurance Network (SD-KHAN).
- Monitored and ensured that 95% of a total of 42,225 first graders meet the State school health related entrance exam requirements so they are healthy and ready to learn.
- Served 11,000 patients through the Child Health Disability Prevention (CHDP) Treatment Reimbursement Program.
- Recruited and maintained 507 dental professionals to provide dental services to children through the Share the Care Children's Dental Program.
- Provided approximately \$12 million in HIV/AIDS prevention, care, and treatment services through contracted community-based providers.
- Provided screening, enrollment, and re-certification services to approximately 1,200 clients per year receiving medications valued at \$13 million through State-funded AIDS Drug Assistance Program (ADAP).
- Developed applications to continue the planning process to develop and expand Healthy San Diego to be the Long Term Care Integration Project delivery system and to refine other potential options for long term care reform.
- Monitored and ensured that 86% (2,079 of 2,422) of disputes handled with Alternative Dispute Resolution Services resulted in successful agreements—encompassing a wide range of disputes, including neighborhood problems—to alleviate court congestion and avoid County costs.
- Implemented the Cancer Navigator Program for cancer patients and their families to assist in navigation of all cancer treatment resources in the County of San Diego.



- Expanded Health-e-App, a web-based automated eligibility process for Healthy Families healthcare coverage, to all 11 Health and Human Services Agency (HHSA) family resource centers.
- Provided case management and environmental assessment services to 90% of 50 eligible children referred to the Childhood Lead Poisoning and Prevention Program for elevated blood lead levels.
- Increased Medi-Cal enrollment Countywide by 8%, from about 242,000 to about 262,000 individuals through aggressive outreach efforts in the Agency's regional public health and family resource centers.
- Expanded eligibility criteria to provide health care services to 2,500 individuals with net monthly income between \$600 and \$802 through the County Medical Services (CMS) program.

Technology

- Implemented the Public Health Information System, reaching the goal of registering 95% of clients with uniform registration methods.
- Upgraded Quality Assurance network hardware/equipment, and upgraded the application to provide a vital communication link in medical disasters and acts of domestic terrorism.

2003-05 Objectives

Strategic Initiative – Kids

- Achieve a high level (85%) of immunization of children (ages 19 months to 36 months) served by public health centers.
- Ensure at least 60% of about 2,400 pregnant women, who did not have prenatal care when they first contacted the Perinatal Care Network, report receiving prenatal care within 30 days of their first contact.

- Increase by 2% the number of children enrolled in Medi-Cal and Healthy Families, an additional 4,400 children over the 220,000 currently enrolled.

Strategic Initiative – Safe and Livable Communities

- Achieve all 14 Center for Disease Control critical benchmarks for bioterrorism preparedness.
- Ensure Epidemiology staff respond and initiate an investigation within 24 hours of report for selected diseases in 95% of cases.
- Ensure that 70% of an estimated 600 Tuberculosis (TB) infected contacts each year begin and complete treatment.
- Ensure that 65% of up to 15,000 HIV tests administered annually are given to high-risk individuals.

Changes from 2002-03 Adopted

Expenditure

The plan for Healthy Communities includes reductions and shifts in the utilization of all resources to fund negotiated salary and benefit adjustments due to the limitations of State and Federal funding. The plan increases overall expenditures for a net increase of \$4.2 million for Fiscal Year 2003-04, including a \$6.5 million increase in Salaries and Benefits for negotiated salary and benefit agreements and staffing changes.

- \$2.2 million decrease in Services and Supplies due to:
 - \$3.1 million planned decrease in short-term contracts funded by one-time funds, in: HIV, Medical Health Quality Assurance (MHQA), and Emergency Medical Services (EMS).
 - \$0.5 million increase in Rents and Leases, due to increased costs.
 - \$0.4 million increase in printing costs for Vital Records that have been mandated by the State of California.



Revenue

Increase in overall revenue of a net \$4.2 million for Fiscal Year 2003-04.

- \$0.8 million increase in Fines, Forfeitures, and Penalties for Emergency Medical Services (EMS).
- \$2.9 million increase in Intergovernmental Revenues due to:
 - \$1.7 million increase in Medi-Cal Administrative Activities/Targeted Case Management revenue.
 - \$1.2 million total increase in new revenue and shifts of current funding in Medi-Cal Hospital Outstation funding, Hepatitis funding and movement of the Revenue Development program into Healthy Communities.
- \$0.4 million increase in Charges for Current Services and Licenses, Permits and Franchises due to:
 - \$0.5 million increase for County Medical Services (CMS);
 - \$0.2 million increase in Vital Records;
 - \$0.3 million decrease in Dispute Resolution fees.
- \$0.6 million increase in Miscellaneous Revenue due to changes in a variety of programs including: Office of AIDS Coordination, Public Health Lab, and Children Youth and Families.
- \$0.5 million net increase in Other Financing Sources due to increase in adjustments in the Health Realignment and Tobacco Settlement.
- \$ 1.0 million decrease in General Purpose Revenue.

Staffing

Staffing in Healthy Communities increased by a total of 61.7 due to shifts of staffing from other programs with no net impact to Health and Human Services Agency staffing. This action shifts staff to align with the current mission, funding, and anticipated State budget.

Significant Changes in Fiscal Year 2004-05

- Fiscal Year 2004-05 appropriations increase by \$2.3 million over Fiscal Year 2003-04, due primarily to increases in negotiated salaries and benefits agreements.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Federal and state critical preparedness benchmarks achieved (14 total)	N/A	11	14	14
Increase in physicians, healthcare, and emergency management personnel enrolled in the Emergency Medical Alert Network (EMAN)	N/A	N/A	10%	10%
Number of children with Medi-Cal and Healthy Families healthcare coverage	N/A	220,000	224,400	224,400
Immunization coverage rate provided by Public Health Centers for two year olds (center-based rate)	84%	84%	85%	85%
Women with no prenatal care at intake with a prenatal appointment within 30 days of contacting Perinatal Care Network	50%	61%	50% ⁵	50% ⁵
For selected diseases, cases contacted and investigation initiated by Epidemiology staff within 24 hours	95%	95%	95%	95%
High-risk clients of all those tested for HIV	65%	78%	65% ⁵	65% ⁵
TB infected contacts who begin and complete treatment	70%	50% ¹	70%	70%
Disputes successfully resolved through the Alternative Dispute Resolution program	80%	86%	85%	85%



Increase in Medi-Cal beneficiaries enrolled Countywide***	9%	8%	N/A	N/A
SD-KHAN phone line referrals***	8,000	8,000	N/A	N/A
CHDP screenings facilitated***	176,000	180,000	N/A	N/A
Patients served through the CHDP treatment-reimbursement program***	12,000	11,000 ²	N/A	N/A
Volunteer dental professionals recruited/maintained to provide emergency dental services to children through Share the Care Dental Program***	400	507	N/A	N/A
Immunizations, excluding influenza, provided to all age groups by County and contract agencies***	420,000	357,000 ³	N/A	N/A
TB skin tests, X-rays, chemoprophylaxis treatments, and clinic examinations***	53,100	60,380	N/A	N/A
Primary care clinic visits per unduplicated user***	3.75	3.43	N/A	N/A
HIV prevention outreach contacts***	4,020	5,632	N/A	N/A
HIV tests***	16,800	15,755 ⁴	N/A	N/A

***These measures will not be reported in future Operational Plans as the Agency is migrating toward measures that are outcome-oriented and aligned with strategic priorities.

¹Fewer tuberculosis infected contacts (50%) begin and complete treatment than is the Agency target of 70%. Actual completion rates are likely higher than 50%, but data collection is hampered by lack of real-time data entry by staff and inconsistent quality of data documentation. In addition, private providers, from whom outcome information can be difficult to obtain, manage many of the contacts. Completion is also hampered by individual patient decisions not to take medication. Current efforts to improve results include streamlining data systems and training of staff in data entry requirements, as well as identifying and reducing barriers to treatment for patients.

²Fewer patients (11,000) were served through the CHDP treatment-reimbursement program per the FY 2002-03 estimated actual than was anticipated (12,000) due to a concerted effort to link children to comprehensive health care through Medi-Cal and the Healthy Families Program. Also, Proposition 10 funding to community clinics for dental services resulted in a lower number of dental patients served through the CHDP treatment program.

³Due to vaccine shortages, fewer immunizations were delivered by the public health centers in FY 2002-03 than anticipated—an estimated actual of 357,000 instead of the anticipated 420,000. Also, progress made towards ensuring more children have comprehensive health care through Medi-Cal and the Healthy Families Program also contributed to the lower than expected numbers of immunizations delivered by the public health centers.



Healthy Communities

⁴Fewer patients were tested in FY 2002-03 than anticipated—an estimated actual of 15,755 compared to the target of 16,800. However, the HIV Testing Program has worked on targeting higher risk individuals who would not normally seek HIV testing. While the overall number of tests administered is lower, the relative number of positive tests has increased from 1.3% to 1.9%, suggesting better use of testing resources. Additionally, the overall percentage of high-risk individuals tested has risen to 78% (see measure “High-risk clients of all those tested for HIV).

⁵Based on projected funding, these new, proposed targets are either less aggressive than this year’s adopted target, or remain the same as this year’s adopted target, even though high performance levels would suggest that the target be raised.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Central Region	33.00	35.00	6.06	35.00	0.00
East Region	33.00	32.00	(3.03)	32.00	0.00
North Central Region	110.50	106.50	(3.62)	106.50	0.00
North Coastal Region	26.50	28.00	5.66	28.00	0.00
North Inland Region	24.00	24.00	0.00	24.00	0.00
South Region	24.50	22.50	(8.16)	22.50	0.00
Policy and Program Support	28.00	26.00	(7.14)	26.00	0.00
Office of Public Health	280.67	347.87	23.94	347.87	0.00
Total	560.17	621.87	11.01	621.87	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Central Region	\$ 2,349,816	\$ 2,823,565	20.16	\$ 2,957,336	4.74
East Region	2,376,138	2,799,299	17.81	3,000,006	7.17
North Central Region	6,888,000	7,513,956	9.09	7,884,164	4.93
North Coastal Region	1,908,845	2,346,371	22.92	2,455,115	4.63
North Inland Region	2,071,143	2,163,276	4.45	2,253,055	4.15
South Region	1,810,578	1,933,313	6.78	2,037,852	5.41
Contract Operations	1,297,159	752,220	(42.01)	752,220	0.00
Policy and Program Support	66,428,099	66,562,468	0.20	66,693,023	0.20
Strategy and Planning Division	618,257	18,544	(97.00)	43,800	136.19
Aging and Independence Services	156,983	150,000	(4.45)	150,000	0.00
Office of Public Health	59,821,449	62,866,192	5.09	64,031,134	1.85
Total	\$ 145,726,467	\$ 149,929,204	2.88	\$ 152,257,705	1.55



Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 38,494,865	\$ 44,995,793	16.89	\$ 47,393,435	5.33
Services & Supplies	105,674,098	103,482,190	(2.07)	103,413,049	(0.07)
Other Charges	1,645,404	1,569,121	(4.64)	1,569,121	0.00
Fixed Assets Equipment	109,000	79,000	(27.52)	79,000	0.00
Expenditure Transfer & Reimbursements	(196,900)	(196,900)	0.00	(196,900)	0.00
Total	\$ 145,726,467	\$ 149,929,204	2.88	\$ 152,257,705	1.55

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Licenses Permits & Franchises	191,507	338,507	76.76	338,507	0.00
Fines, Forfeitures & Penalties	3,542,828	4,351,832	22.83	4,401,832	1.15
Intergovernmental Revenues	43,207,242	46,075,472	6.64	45,655,957	(0.91)
Charges For Current Services	6,802,338	7,149,667	5.11	7,149,667	0.00
Miscellaneous Revenues	1,319,395	1,888,696	43.15	1,813,696	(3.97)
Other Financing Sources	82,329,361	82,850,776	0.63	82,605,076	(0.30)
General Revenue Allocation	8,333,796	7,274,254	(12.71)	10,292,970	41.50
Total	\$ 145,726,467	\$ 149,929,204	2.88	\$ 152,257,705	1.55

Healthy Behavior and Lifestyles



Program Description

This program plans, develops, and operates comprehensive prevention and intervention services throughout the community; alcohol and drug prevention, education, treatment, and recovery activities are principal activities. Other services, including Tobacco Education and Prevention and Health Promotion, are aimed specifically at children and adolescents. This is accomplished in partnership with other jurisdictions and numerous private and public agencies, organizations, groups, and individuals.

Mission Statement

Promote the health and quality of life for children and families leading to positive lifestyles.

2002-03 Accomplishments

Health and Wellness

- Increased the number of clients served in residential and nonresidential treatment for substance abuse problems by over 9%, from 17,907 to 19,644.
- Provided \$736,694 in funding to community-based agencies and organizations to provide direct chronic disease prevention and education to 30,483 individuals. An additional 300,000 individuals received educational messages via three separate media campaigns.
- Provided \$1,978,374 in funding from Tobacco Settlement funds to schools and community-based agencies and organizations for direct smoking prevention and cessation services to 15,971 youth and 41,466 adults. An additional 459,077 youth and adults were reached via a radio media campaign, news articles and press conferences.
- Hosted the National Prevention Network and California Prevention Summit Conference attended by 1,033 participants.

- Convened the Eighth Annual San Diego County Substance Abuse Summit to address the complex issues of substance abuse in the community, attended by an estimated 750 participants. Focus was expanding prevention and treatment partnerships with local government.
- Expanded Screening, Brief Intervention, and Referral (SBIR) to all regions by implementing SBIR in the East Region of the County. An estimated 111,000 screenings were provided this year.
- Funded three community-based agencies to provide childhood obesity prevention education to 5,360 at-risk children.
- Implemented the Pediatric Asthma Education Initiative that focuses on children's asthma, the leading serious chronic illness among San Diego County children. This campaign educates primary care providers and parents in best practices for managing children with asthma.

Crime Prevention

- In collaboration with the Public Safety Group, provided Proposition 36 treatment services to 3,500 eligible County probationers and State parolees in lieu of incarceration and provided substance abuse treatment to an additional 1,500 probationers and parolees.



Healthy Behavior and Lifestyles

2003-05 Objectives

Strategic Initiative – Kids

- Provide adolescents timely access to residential drug treatment (no more than 25 days of referral).

Strategic Initiative – Safe and Livable Communities

- Provide 90,000 screening, brief intervention, and referral (SBIR) services for substance abuse disorders.
- Ensure that 40% of Proposition 36 clients in treatment at least 4 months successfully complete substance abuse treatment.
- Provide timely access to adult residential drug treatment (within 21 days of referral).

Changes from 2002-03 Adopted

Expenditure

The plan for Healthy Behaviors and Lifestyles includes reductions and shifts in the utilization of all resources to fund negotiated salary and benefit adjustments due to the limitations of State and Federal funding. Also included are reductions due to completed projects. The plan decreases overall expenditures by \$5.7 million for Fiscal Year 2003-04:

- \$1.2 million increase in Salaries and Benefits for step increases and negotiated salary and benefit agreements and the increase of 1.00 staff year.
- \$6.8 million decrease in Services and Supplies resulting from:

- \$5.7 million planned decrease in contracts due to completion of short-term projects with one-time funds, primarily due to Tobacco Settlement revenue for Bio-Terrorism.
- \$0.7 million decrease in other services and supplies expenditures to align with expected State Budget levels.
- \$0.4 million reduction in Drug Court programs due to limited State/Federal funding.

Revenue

Decreases overall revenue by \$5.7 million for Fiscal Year 2003-04:

- \$0.6 million increase in Proposition 99 Tobacco Tax Initiative Funds.
- \$5.1 million decrease in one-time and short-term revenue due to completed projects in Bio-Terrorism.
- \$1.2 million decrease in General Revenue allocation.

Staffing

- Increase of 1.00 staff year in Health Promotion –South Region as a result of personnel changes in the regions.

Significant Changes in Fiscal Year 2004-05

Fiscal Year 2004-05 is \$2.9 million less than Fiscal Year 2003-04 in expenditures and revenue due to a decrease in one-time Tobacco Settlement contracts.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Screening, brief intervention and referral services provided for substance abuse disorders	N/A	N/A	90,000	90,000
Wait time for adolescent residential drug treatment	14 days	21 days ¹	25 days ⁴	25 days ⁴
Wait time for adult residential drug treatment	21 days	7 days	21 days ⁴	21 days ⁴
Proposition 36 clients successfully complete treatment of those in treatment at least 4 months	40%	47%	40% ⁵	40% ⁵
Clients are alcohol and drug free 6 months after treatment.	80%	80%	80%	80%
Clients engaged in employment prep activities or employment 6 months following alcohol and drug treatment	75%	86%	86%	86%
Increase in alcohol and drug residential treatment capacity to accommodate Proposition 36 and others who require residential treatment	37 new beds	37 new beds	20 new beds ⁶	N/A
Clients placed in residential and non-residential alcohol and drug treatment***	17,907	19,644	N/A	N/A
Residential treatment capacity in bed days***	569,837	515,478 ²	N/A	N/A
Clients with 30 days or more in alcohol and drug treatment successfully completing treatment***	3,869	4,680	N/A	N/A
Clients completing detox and referred/placed in treatment ***	3,425	2,180 ³	N/A	N/A

***These measures will not be reported in future Operational Plans as the Agency is migrating toward measures that are outcome-oriented and aligned with strategic priorities.

¹The wait time for adolescent residential drug treatment in FY 2002-03 was 21 days, exceeding the target of 14 days. This is the result of limited capacity in spite of a growing demand for services, and community concerns and other challenges to site new residential treatment facilities. Currently, there are three group homes and only one long-term treatment facility for adolescents.



Healthy Behavior and Lifestyles

² Residential treatment capacity in bed days was lower in FY 2002-03 than anticipated—an estimated actual of 515,000 compared to the target of about 570,000. The loss of a longer-term (10-day) detoxification program and one adolescent group home reduced both the number of clients being discharged from detox and the capacity in terms of bed days.

³ The number of clients completing detoxification and referred or placed for treatment was less in FY 2002-03 than anticipated—about an estimated actual of 2,180 compared to the target of 3,400. This is largely due to the loss of a longer-term detoxification program. However, the success rate for detox discharges was high—at 72%.

⁴Based on projected funding, these new, proposed targets are either less aggressive than this year's adopted target, or remain the same as this year's adopted target, even though high performance levels would suggest that the target be raised.

⁵Because Proposition 36 treatment programs are relatively new, targets will be reassessed once enough experience has been gained and there are some baseline data regarding outcomes.

⁶The FY 2003-04 target of 20 new residential treatment beds is less than the current year adopted target of 37 new beds due to State budget restrictions for Proposition 36. San Diego County cannot exceed its allocation, which will support only 20 additional beds next year.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Central Region	3.00	3.00	0.00	3.00	0.00
East Region	3.00	3.00	0.00	3.00	0.00
North Central Region	4.50	2.50	(44.44)	2.50	0.00
North Coastal Region	3.00	3.00	0.00	3.00	0.00
North Inland Region	3.00	3.00	0.00	3.00	0.00
Proposition 10	16.00	16.00	0.00	16.00	0.00
South Region	2.00	3.00	50.00	3.00	0.00
Policy and Program Support	36.00	36.00	0.00	36.00	0.00
Office of Public Health	11.50	13.50	17.39	13.50	0.00
Total	82.00	83.00	1.22	83.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Central Region	\$ 192,181	\$ 239,916	24.84	\$ 254,004	5.87
East Region	196,581	245,986	25.13	260,220	5.79
North Central Region	300,606	211,562	(29.62)	214,417	1.35
North Coastal Region	216,411	262,513	21.30	277,123	5.57
North Inland Region	208,125	251,978	21.07	266,198	5.64
Proposition 10	1,094,501	1,253,898	14.56	1,332,150	6.24
South Region	148,293	256,858	73.21	271,357	5.64
Policy and Program Support	53,589,090	50,588,420	(5.60)	49,409,339	(2.33)
Office of Public Health	6,915,198	3,859,995	(44.18)	1,937,294	(49.81)
Total	\$ 62,860,986	\$ 57,171,126	(9.05)	\$ 54,222,102	(5.16)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 5,530,008	\$ 6,705,126	21.25	\$ 7,096,747	5.84
Services & Supplies	57,349,608	50,484,630	(11.97)	47,143,985	(6.62)
Expenditure Transfer & Reimbursements	(18,630)	(18,630)	0.00	(18,630)	0.00
Total	\$ 62,860,986	\$ 57,171,126	(9.05)	\$ 54,222,102	(5.16)



Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fines, Forfeitures & Penalties	120,000	120,000	0.00	120,000	0.00
Intergovernmental Revenues	48,355,013	46,396,648	(4.05)	44,701,663	(3.65)
Charges For Current Services	315,000	315,000	0.00	315,000	0.00
Miscellaneous Revenues	495,346	381,346	(23.01)	275,346	(27.80)
Other Financing Sources	9,039,636	6,668,028	(26.24)	4,994,836	(25.09)
General Revenue Allocation	4,535,991	3,290,104	(27.47)	3,815,257	15.96
Total	\$ 62,860,986	\$ 57,171,126	(9.05)	\$ 54,222,102	(5.16)

Administrative Support



Program Description

The Administrative Support program provides support services to the Health and Human Services Agency (HHS), including general management, program development, budget, accounting, claiming, revenue development, procurement, facilities management, contract support oversight, human resource activities, strategic planning and evaluation, legislative analysis, GIS (Geographic Information System) coordination, communications and media coordination, and information technology.

Mission Statement

To provide high quality support services facilitating excellence in the delivery of health and human services to the residents of San Diego County.

2002-03 Accomplishments

Fiscal Stability

- Twenty-seven agencies received \$3.6 million from Federal, State, corporate, and foundation sources through the efforts of the Office of Resource Development.
- Prepared and submitted State Assistance and Administrative Claims by the deadline in order to obtain State revenues and reimbursement (400 State Assistance Claims averaging \$19 million on a monthly basis; 8 County Expense or Administrative Claims averaging \$100 million on a quarterly basis).
- Processed approximately 9,000 contractor claims for reimbursements, all within 15 days of receipt.
- Continued internal review of external contracting policies and procedures, and convened monthly meetings of staff involved in contract management to discuss and improve practices.
- In conjunction with the Department of General Services, surveyed 31% (28 of 91) of Agency sites to determine standard facility maintenance cycles.

- Ensured timely reimbursement to the General Fund averaging \$18.8 million per month from Realignment; \$1.7 million per month from Mental Health; and \$313,347 per month from Tobacco Settlement funds.
- Reduced energy usage across all HHS facilities by 13% over the baseline year of FY 2000-01.
- Linked 100% of Board letters to the County and Agency Strategic Plans to help ensure that resources were allocated to priorities.

Technology

- Completed the migration of desktop computers to a standardized configuration of the Microsoft Windows 2000 operating system with the assistance of the Pennant Alliance.
- Managed the completed transition of over 5,000 employees to the Microsoft Outlook email system.
- Managed the replacement or upgrade of business applications to allow their operation in the Microsoft Windows 2000 environment with the assistance of the Pennant Alliance.
- Coordinated the Pennant Alliance installation of 800 standard office workstations to expand employee access to technology to support their activities.
- Implemented video teleconferencing capabilities at ten major Agency sites.



Administrative Support

- Transformed accounting processes to take advantage of technological improvements afforded by the Oracle Financial Enterprise Resource Planning (ERP) implementation.
- Continued to provide employee trainings for the successful implementation and integration of the Performance Management, Human Resources, and Financial ERP tools.
- Maintained 98% of 60 high priority Agency performance measures, commentary and action plans, in a timely fashion, utilizing the *pbviews* application in support of risk identification and mitigation, and to improve communication of performance results.
- Designed and implemented emPowerSD, the national award-winning website featuring state-of-the-art Geographic Information Systems (GIS) technology to support low-income families seeking employment.
- Improved efficiency of Child Welfare workers by providing 250 Personal Digital Assistants to enter client data from the field.
- Implemented Safe Measures software to enhance Child Welfare management information.

Human Resources Modernization

- Enrolled over 500 Agency staff in the multi-year Frontline Leadership Development Program as part of succession planning and to develop future leadership for the Agency.
- Launched the Mentor Magic program, in which future Agency leaders are paired with executives and managers, and enrolled 130 staff.
- Conducted six Contract Academy training sessions (5-day comprehensive curriculum) to improve contract management skills among Agency staff.
- Updated the Agency's Administrative Manual to reflect the Enterprise Resource Planning releases.

- Completed 1,600 background verifications for new hires within ten working days of receipt of the individual's information.

Regional Leadership

- Issued the 2002 San Diego County Child and Family Health and Well-Being Report Card, providing a snapshot of the overall health and well-being of San Diego's children and families.
- Supported the San Diego Workforce Partnership's successful effort to secure a \$3.1 million grant for workforce development programs in nursing.
- Secured over \$800,000 from the California Endowment and Alliance Healthcare Foundation to fund the Business Healthcare Connection, which works with small businesses and uninsured workers to expand healthcare coverage.

2003-05 Objectives

Strategic Initiative – Kids

- Meet California Welfare Information Network milestones in order to implement this new information system for tracking families receiving welfare services.
- In coordination with the Finance and General Government Group (Office of Strategy & Intergovernmental Affairs), advocate for Temporary Assistance to Needy Families (TANF) Reauthorization legislation that benefits the County of San Diego.
- Obtain funding for the completion of various projects at the San Pasqual Academy, and obtain funding for the completion of various projects at the San Pasqual Academy, and also seek modifications to licensing requirements for this unique project.
- Evaluate the education liaison pilot to improve high school graduation rates for foster children.



- Utilize child welfare data available through the new Safe Measures system to better meet needs of children in the child protective system.
- Explore the use of outcomes based contracting of targeted child welfare services through a pilot project.
- Support the Outreach and Eligibility Subcommittee of the Improving Access to Healthcare (IAH) Project to review and evaluate County data related to meeting performance targets.
- Provide ongoing GIS, performance management, and marketing and media support to special efforts to address self-sufficiency of CalWORKs families and the education of foster youth.

Strategic Initiative – Safe and Livable Communities

- Develop risk communication plan to enhance County preparedness for public health emergencies.
- Support efforts to introduce legislation that would require background checks for In-Home Supportive Services (IHSS) providers, including a screening for financial abuse.
- Support efforts to obtain funding for the reconstruction of the Edgemoor Health Facility.
- Reengineer seven major business processes, including the tracking of fixed assets and invoicing for contracts, to improve efficiencies of operations and reduce staff costs.
- Provide ongoing GIS, performance management, and marketing and media support to special efforts to address emergency preparedness and adult protective services.

Changes from 2002-03 Adopted

Expenditure

The plan for Administrative Support includes reductions and shifts in the utilization of all resources to fund negotiated salary and benefit adjustments due to the

limitations of State and Federal funding. The plan decreases overall expenditures by a net \$22.0 million for Fiscal Year 2003-04. Major changes include:

- \$5.8 million net increase in Salaries and Benefits for negotiated salary and benefit agreements offset by the costs associated with the reduction or transfer of 27.25 staff years.

Net Services & Supplies proposed reduction of \$22.8 million as a result of:

- \$3.4 million increase in Services & Supplies for; Senior Homeless Prevention Transitional Housing, Juvenile Detainees, Emergency Medical Services/First Responder Claims, and Critical Hours
- \$26.2 million decrease in Services & Supplies due to the following:
 - \$ 9.7 million decrease in Information Technology and Telecommunications costs due primarily to completion of one-time projects.
 - \$8.0 million decrease in Contracted Services due primarily to completion of one-time projects and reductions to various contracts necessary to achieve a balanced budget.
 - \$1.5 million Cost Applied reduction of District Attorney costs for Welfare investigation and prosecution due to decrease in some welfare caseloads.
 - \$1.3 million decrease in Special Departmental Expense for the Service Management Access and Resource Tracking Program and facilities management.
 - \$1.3 million decrease in North Central Administration Services and Supplies that were redirected to County Child Welfare Services in Safe Communities.
 - \$1.1 million reduction in Professional and Specialized Services for Strategic planning and evaluation services, Media and Public Affairs web



Administrative Support

development costs and Resource Development's contracts for grant writers, evaluators and researchers due to limited funds available.

- \$1.0 million reduction in Major Maintenance Internal Service Fund (ISF) in Facilities Management Division
- \$1.0 million decrease in Public Liability Insurance Premium, Auto Maintenance and Copy Equipment Rental, Temporary Contract Help and Minor Equipment appropriations due to limited funds available.
- \$0.7 million decrease in Rents and Leases due to cancellation of a planned move of the Kearny Mesa Family Resource Center.
- \$0.6 million decrease in Consultant Contracts due to funding limitations.
- \$5.0 million reduction in Management Reserves due to reductions in State funding and lack of available adjustments for increased costs of doing business in other State Funding Allocations.

Revenue

- Decrease of overall revenues by \$22.0 million for Fiscal Year 2003-04:

- \$10.2 million decrease in Net General Revenue Allocation as established funding is proposed to be redistributed within the Health and Human Services Agency Programs. The decrease in General Revenue allocation is offset by increases in other programs within the Health and Human Services Agency.
- \$7.0 million decrease in budgeted Fund Balance.
- \$1.6 million decrease in budgeted Tobacco Settlement funding.

\$11.8 million is shifted to Safe Communities to better reflect where actual costs are incurred, offset by \$5.9 million increase in anticipated Miscellaneous State Prior-Year Revenue.

Staffing

Net decreases of 27.25 staff years for Fiscal Year 2003-04. Of these proposed reductions, 7.50 staff are in Administrative Support for the reorganization of Countywide Child Welfare Services. The remainder are proposed reductions of administrative staffing commensurate with reductions in service staffing.

Significant Changes in Fiscal Year 2004-05

Fiscal Year 2004-05 is proposed to be \$13.8 million less than Fiscal Year 2003-04 due to shifts in staffing and programs to Safe Communities.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Performance reports completed on time	95%	97%	95%	95%
Contracts (sampled) that have monitoring plans that meet required elements	90%	100%	90%	90%
Agency priority performance measures that are refreshed in timely fashion in <i>pbviews</i> application	85%	96%	85% ³	85% ³
Complete and mail State Assistance and Administrative Claims by deadline***	100%	100%	N/A	N/A
New hire background checks that are completed within 10 working days***	90%	96% ¹	N/A	N/A
Reissue an on-line administrative manual to reflect ERP releases***	100%	82% ²	N/A	N/A
Process Contractor claims for reimbursements within 15 days of receipt***	95%	100%	N/A	N/A

***These measures will not be reported in future Operational Plans as the Agency is migrating toward measures that are outcome-oriented and aligned with strategic priorities.

¹In FY 2002-03, 96% of new hire background checks were completed within 10 working days, exceeding the 90% target. This is partially attributed to the Agency having implemented an expedited hiring policy in which individuals are made a conditional offer of employment if they meet certain criterion. A "mini" background check is then performed on these individuals, well within the 10-day target. A full background check is then completed as soon as possible. The statistics reported here capture both the expedited and routine background checks—all performed within 10 working days.

²Policies are not amended until the ERP release is final and any systems problems ("bugs") are resolved. In the HHSA Manual of Policies and Procedures, Human Resources and Performance Management chapters, there are 17 policies that require linkage to ERP processes. Six (6) of the 17 have been completed, and it is anticipated that at least eight (8) more will be completed by the end of the fiscal year, which reflects an achievement of 82% of our target. Progress in completing these administrative manuals is also impacted by the overall ERP schedule.

³The 85% target for the refreshing of measures within the performance management (*pbviews*) application remains the same as the current year target, even though high levels of performance achieved this year (96%) would suggest that the target be raised. A higher target is not being proposed for next year because it is anticipated that maintenance of the automated interfaces by which selected measures will be updated, and turnover of end users who manually enter performance data into the system, will continue to present challenges to maintaining the performance management application.



Administrative Support

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Agency Executive Office	44.00	21.00	(52.27)	21.00	0.00
Agency Contract Support	—	25.00	(100.00)	25.00	0.00
Central Region	15.00	14.00	(6.67)	14.00	0.00
East Region	8.00	9.00	12.50	9.00	0.00
North Central Region	15.50	8.00	(48.39)	8.00	0.00
North Coastal Region	6.00	6.00	0.00	6.00	0.00
North Inland Region	7.00	7.00	0.00	7.00	0.00
South Region	12.00	11.00	(8.33)	11.00	0.00
Aging and Independence Services	24.00	27.00	12.50	27.00	0.00
Finance	210.00	194.00	(7.62)	194.00	0.00
Human Resources	67.00	66.00	(1.49)	66.00	0.00
Information Technology	13.00	13.00	0.00	13.00	0.00
Office of Public Health	18.00	17.00	(5.56)	17.00	0.00
Policy and Program Support	158.75	153.00	(3.62)	153.00	0.00
Strategy and Planning Division	27.00	27.00	0.00	27.00	0.00
Total	625.25	598.00	(4.36)	598.00	0.00



Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Agency Executive Office	\$ 20,769,326	\$ 10,409,269	(49.88)	\$ (6,007,823)	(157.72)
Agency Contract Support	—	2,208,487	(100.00)	2,350,172	6.42
Central Region	1,307,737	1,422,814	8.80	1,493,937	5.00
East Region	1,167,958	1,153,092	(1.27)	1,203,525	4.37
North Central Region	2,994,352	1,078,232	(63.99)	1,092,826	1.35
North Coastal Region	699,142	711,953	1.83	745,199	4.67
North Inland Region	1,016,288	952,996	(6.23)	984,380	3.29
South Region	2,809,613	2,691,982	(4.19)	2,742,539	1.88
Aging and Independence Services	7,326,122	5,354,281	(26.92)	5,412,054	1.08
Finance	25,286,791	23,703,794	(6.26)	24,421,675	3.03
Human Resources	5,169,547	5,725,910	10.76	5,998,209	4.76
Information Technology	25,453,059	18,497,636	(27.33)	18,569,490	0.39
Office of Public Health	2,532,708	2,593,135	2.39	2,722,265	4.98
Policy and Program Support	23,474,710	21,884,437	(6.77)	22,462,218	2.64
Contract Operations	675,587	392,382	(41.92)	454,764	15.90
Strategy and Planning Division	3,616,069	3,412,151	(5.64)	3,744,275	9.73
Total	\$ 124,299,009	\$ 102,192,551	(17.78)	\$ 88,389,705	(13.51)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 37,078,735	\$ 42,884,772	15.66	\$ 35,269,544	(17.76)
Services & Supplies	81,820,592	59,012,825	(27.88)	52,825,207	(10.49)
Other Charges	74,574	74,574	0.00	74,574	0.00
Fixed Assets Equipment	245,380	220,380	(10.19)	220,380	0.00
Management Reserves	5,079,728	—	(100.00)	—	(100.00)
Total	\$ 124,299,009	\$ 102,192,551	(17.78)	\$ 88,389,705	(13.51)



Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	10,000,000	3,000,000	(70.00)	—	(100.00)
Licenses Permits & Franchises	—	65,120	(100.00)	65,120	0.00
Intergovernmental Revenues	70,314,334	58,437,516	(16.89)	58,267,696	(0.29)
Charges For Current Services	212,487	32,487	(84.71)	32,487	0.00
Miscellaneous Revenues	2,346,467	8,334,187	255.18	7,928,267	(4.87)
Other Financing Sources	31,380,644	32,642,161	4.02	33,342,161	2.14
General Revenue Allocation	10,045,077	(318,920)	(103.17)	(11,246,026)	3,426.28
Total	\$ 124,299,009	\$ 102,192,551	(17.78)	\$ 88,389,705	(13.51)

Land Use and Environment Group

Land Use and Environment Group

.....
**Land Use and Environment Group Summary &
Executive Office**
.....

**San Diego Geographic Information Source
(SanGIS)**
.....

Trade and Business Development
.....

Agriculture, Weights and Measures
.....

Air Pollution Control District
.....

Environmental Health
.....

Farm and Home Advisor
.....

Parks and Recreation
.....

Planning and Land Use
.....

Public Works
.....

Land Use and Environment Group Summary/Executive Office



Group Description

The Land Use and Environment Group unifies County efforts in environmental conservation, land use planning, environmental safety, consumer and public health protection, economic development, and infrastructure development and maintenance. Staff in the Group work to preserve and enhance our environment, provide recreational opportunities, exercise stewardship for many of our most important environmental assets, encourage responsible development, improve air quality, foster economic growth, and enforce local, State, and Federal laws that protect our health, safety, and quality of life.

Mission Statement

To unify the County's efforts in Environmental Preservation, Quality of Life, Economic Development, Education, and Recreation.

2002-03 Accomplishments

Environment

- Continued to work with various community and industry groups to develop plans for accommodating population growth while protecting natural resources and the environment.
- Began drafting Land Use Goals that will include protecting lands needed for preservation of natural and cultural resources, and as well as managed production of resources.
- Completed Watershed Urban Runoff Management plans for Santa Margarita and Tijuana Rivers. Served as key participants in preparation of plans for San Luis Rey, Carlsbad, San Dieguito, Penquitos, and San Diego Rivers, as well as San Diego Bay. Prepared planning section for annual report for Jurisdictional Urban Runoff Management Plan.
- Actively participated in the Inter-jurisdictional Coordinating and Habitat Management Technical Committees.

- Completed first-ever Geographic Information Source (GIS)-formatted Community Trails Plans.
- Successfully consolidated Watershed Protection/Stormwater Program into the Department of Public Works from the Department of Environmental Health, enhancing program efficiency and effectiveness.
- Completed Stormwater Program Funding Alternatives report which identified a variety of program funding mechanisms.
- Developed an Ozone Maintenance Plan, and submitted a request to the Environmental Protection Agency (EPA), and received a Finding of Attainment of the one-hour ozone standard, ensuring protection from future reclassification ("bump up") to a "severe" ozone nonattainment area.
- Implemented new Federal and State hazardous air pollutant regulations and provided compliance assistance.

Crime Prevention

- Participated in multi-agency task forces to increase awareness, share resources, and assist one another with prosecuting and reducing environmental crimes.



- Parks and Recreation and Farm and Home Advisor continued to collaborate with the Public Safety Group to strengthen juvenile diversion programs, using County community centers and working with community based youth groups.
- Reduced illegal dumping and off-road vehicle activity in Open Space preserves through aggressive public education and interagency collaborations.

Self Sufficiency

- Provided full-time and part-time child-care services to 230 children at Spring Valley and Fallbrook Community Centers.
- Recruited and trained a total of 34 teen mentors to provide support to at-risk youth. The teen mentors provided support at the Lakeside Rec Club, the Critical Hours sites in both local middle schools, and at elementary schools.
- Trained volunteers to teach over 2,000 youth in animal bio-security and health promotion prevention practices.
- Provided Meal Planning and Food Shopping workshops designed to promote self-sufficiency that were attended by over 800 low-income families with children.
- Continued High School Outreach Program for at-risk students. One student was hired from Lincoln High School.

Health and Wellness

- Worked with Health and Human Services Agency (HHSA) and other local parks departments to develop programs and publications addressing childhood obesity issues.
- Expanded Food and Nutrition Program (EFNEP) and the Food Stamp Nutrition Program (FSNEP); collaborated with 147 County organizations and human services agencies to deliver research-based education to 1,200 low-income adults, primarily families

with children. Also trained 202 teachers who provided nutrition education to 15,111 San Diego County youth from limited resource families. These efforts were supported by combined federal grants of over \$700,000.

- Served over 20,800 lunches through senior lunch programs at Lakeside, Fallbrook, and Spring Valley Community Centers.
- Continued sponsorship and coordination of San Diego County's inter-agency Farmworker Health Initiative; produced a video of Cal-EPA training on the health effects of pesticide exposure, initiated an assessment of housing needs for fieldworkers, and initiated efforts to ensure that fieldworkers were aware of planned aerial pesticide spraying in the Mexican Fruit Fly eradication area.

Technology

- Implemented Multiple Species Conservation Program Web Portal.
- Acquired software to provide on-demand project-level data delivery for public customers from SanGIS website.
- Finalized selection of new Internet camping reservation system.
- Completed Phase I (discovery) of the Kiva Discretionary Permitting Systems.
- Expanded electronic filing for most types of Air Control Pollution District permit applications via email.
- Provided support to complete Department of Public Works system to retrieve, view, and purchase land documents online.
- Completed GIS mapping of approximately 63% (4,500) of the 7,084 agricultural sites throughout the county.
- Continued to provide staff and support to the development of the Oracle Enterprise Resource Planning (ERP).



Human Resources Modernization

- Prepared and encouraged execution of personal development plans for employees in several LUEG departments.
- Completed General Management System/Strategic Plan training for managers and general staff.
- LUEG departments continued to support the PeopleSoft Enterprise Resource Planning (ERP).
- LUEG Departments continued to work with Human Resources to identify critical recruitment, classification, and retention issues.

Regional Leadership

- Set new standard for damage assessment after the Pines Fire. Planning and Land Use sent teams consisting of Fire Marshals, Building Inspectors, and Geographic Information Systems Analysts to the incident to begin damage assessment while the fires was still burning. The Damage Assessment Report was completed as soon as the California Department of Forestry closed the Incident Command Center. The timely creation of the Damage Assessment Report was essential to obtaining State and Federal relief funding, assisting victims with processing insurance claims, and providing essential data for use by numerous government agencies to assist with their relief and rebuilding efforts.
- Participated in Environmental Justice demonstration and education programs.
- Partnered with the Port of San Diego as part of the San Diego Pollution Prevention Program to implementing an Integrated Pest Management (IPM) Program. Over 600 people trained in IPM methods, plant protection, and reduction in pesticide runoff. A special effort was made to work with school IPM programs, school risk managers, and landscapers.

- The Customer Service Center conducted six Mystery Shopper surveys, as well as the Countywide Customer Satisfaction Survey.
- Continue to promote the development of the General Plan 2020 and the Multiple Species Conservation Program.

Workplace Improvement

- LUEG departments continued to work with General Services on the County Capital Improvement Plan and Major Maintenance Plan.
- Conducted 52 work site self-inspections and implemented all identified safety improvements.

Continuous Improvement

- LUEG's Good Ideas program continues to encourage, identify, and promote implementation of methods for continuous improvement within LUEG departments.

Fiscal Stability

- Received over \$39 million in grants for: open space acquisitions, MSCP acquisitions, capital infrastructure improvements, environmental studies, and community education.
- Executed a \$1.4 million cooperative agreement with Barona Band of Mission Indians for road improvements to mitigate casino traffic impacts.
- Funded negotiated salary increases by enhancing revenues, improving cost-effectiveness, and minimizing fee impacts to the extent possible.
- Continued to work with other districts to maintain State subvention funding.
- Continued to support and participate in the County's Enterprise Resource Planning (ERP) development and implementation.
- Through Operational Incentive Plans the Group worked to:
 - Balance prudent cash reserves with operational needs;



- Identify and quantify financial and program risks;
- Identify and quantify contract risks;
- Identify and quantify structural deficiencies and risks; and
- Identify risk mitigation plans for all identified risks.
- Expended \$9.1 million on Capital Improvement projects and acquisitions.

2003-05 Objectives

Strategic Initiative – Kids

- Continue High School Outreach Program for at risk students. Students hired during the summer months are mentored by department employees. The goal is to encourage continued education.
- Provide information about, and encourage educational pursuits in, science for elementary, junior high, high school, and college students by supporting and participating in school career days, educational talks, science fairs, student “shadow day” programs, internships, etc.
- Offer classes and programs to teens that promote healthy lifestyles.
- Seek environmental education opportunities in after school programs through continued coordination with the County Office of Education.
- Assist with the transition of welfare to work through aggressive marketing of incentives for hiring welfare recipients.
- Design and implement a school-aged children’s outreach program element for the prevention of vector-borne illness.
- Collaborate with County health and human service providers (public and private) to teach nutrition education to at least 1,000 low-income families with children.

Strategic Initiative – The Environment

- Leverage \$7.8 M of General Revenues over three years for open space acquisitions.
- Continue planning and implementation of the Watershed Management plans and Watershed Urban Runoff Management programs.
- Continue the General Plan 2020 update, which has, as one of its goals, to protect natural resources and habitat.
- Update the Regional Air Quality Strategy to expedite attainment of the state ozone standard through cost-effective air pollution control measures.
- Revise rules to further reduce emissions from gasoline marketing, solvents, boilers, engines, and gas turbines.
- Provide extensive outreach efforts to inform and educate growers and other businesses on best management practices, the impacts of the Urban Stormwater Permit, and other clean water issues.
- Continue to protect groundwater resources by reducing the number of Underground Storage Tanks releases in 2006 to half the number of releases verified in 2001.

Strategic Initiative – Safe and Livable Communities

- As part of the General Plan 2020, work toward a circulation network that is balanced with population distribution.
- Update road address data to City and County emergency responders and public safety agencies.
- Coordinate committees and organizations that promote safe and livable communities; Oversee the Community Action by Lakeside Youth (CALY), Lakeside Anti-Violence Association (LAVA), and mentoring/leadership programs in Spring Valley and Lakeside.
- Work with the Department of Housing and Community Development to implement Community Development Block Grant Projects.



- Develop and implement infrastructure maintenance projects including road resurfacing, culvert replacements, and sidewalk repair.
- Broaden Open Space Preserve and Trail Management awareness.
- Integrated Pest Management (IPM) training will continue relevant to issues affecting San Diego County (water quality, water use, health, environment) and will be an IPM information and training resource for public agencies, schools, ornamental plant producers, and professional landscapers.
- Collaborate with the local restaurant association, grocers association, institutional food service providers, public health educators, nutritionists, and others to provide a Food Safety Update for professionals on issues such as biotechnology, bio-security, and irradiation.
- Improve hazardous materials inventory information transfer to local fire departments through a streamlined first responder hazardous materials business plan.
- Mitigate environmental, health, and bio-terrorism risks from infectious animal disease agents and vectors by surveying, participating on inter-departmental and inter-agency task forces, and serving on technical and advisory committees.
- Post all adjudicated enforcement actions on the department's website to enable consumers to make informed business choices.

Executive Office Changes from 2002-03 Adopted

Expenditure

- Increase of \$0.7 million is primarily related to cost of living adjustments and negotiated agreements, as well as an increase in budgeted Group Management Reserve.



Land Use and Environment Group Summary/Executive Office

Staffing by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Land Use and Environment Group	16.00	16.00	0.00	16.00	0.00
San Diego Geographic Information Source (SanGIS)	5.00	5.00	0.00	5.00	0.00
TradeandBusinessDevelopment	7.00	3.00	(57.14)	3.00	0.00
Agriculture, Weights and Measures	142.75	143.50	0.53	143.50	0.00
Air Pollution Control District	152.00	149.00	(1.97)	149.00	0.00
Environmental Health	303.00	278.00	(8.25)	278.00	0.00
Farm and Home Advisor	7.50	7.50	0.00	7.50	0.00
Parks and Recreation	158.00	160.00	1.27	160.00	0.00
Planning and Land Use	215.00	219.00	1.86	219.00	0.00
Public Works	538.00	548.00	1.86	548.00	0.00
Total	1,544.25	1,529.00	(0.99)	1,529.00	0.00

Expenditures by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Land Use and Environment Group	\$ 2,661,441	\$ 3,398,169	27.68	\$ 3,453,408	1.63
San Diego Geographic Information Source (SanGIS)	712,329	666,014	(6.50)	696,496	4.58
TradeandBusinessDevelopment	617,259	400,966	(35.04)	417,005	4.00
Agriculture, Weights and Measures	11,399,826	13,036,775	14.36	13,547,345	3.92
Air Pollution Control District	19,646,097	22,285,861	13.44	22,797,272	2.29
Environmental Health	29,443,682	28,275,031	(3.97)	29,590,910	4.65
Farm and Home Advisor	590,362	618,155	4.71	642,839	3.99
Parks and Recreation	24,660,127	20,458,787	(17.04)	20,955,650	2.43
Planning and Land Use	22,982,201	23,599,247	2.68	22,819,930	(3.30)
Public Works	190,416,956	203,552,820	6.90	197,897,269	(2.78)
Total	\$ 303,130,280	\$ 316,291,825	4.34	\$ 312,818,124	(1.10)



Land Use and Environment Group Summary/Executive Office

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Land Use and Environment Executive Office	16.00	16.00	0.00	16.00	0.00
Total	16.00	16.00	0.00	16.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Land Use and Environment Executive Office	\$ 2,661,441	\$ 3,398,169	27.68	\$ 3,453,408	1.63
Total	\$ 2,661,441	\$ 3,398,169	27.68	\$ 3,453,408	1.63

Budget by Categories of Expenditures

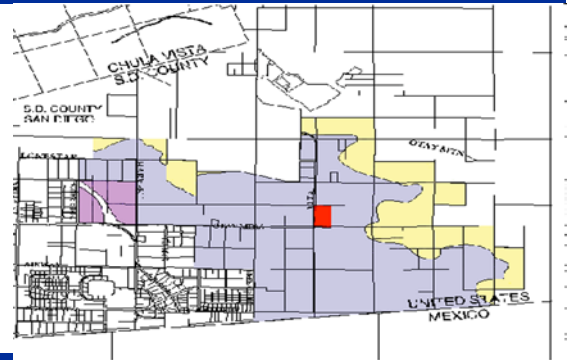
	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 1,922,204	\$ 2,259,783	17.56	\$ 2,350,721	4.02
Services & Supplies	722,687	696,777	(3.59)	661,078	(5.12)
Management Reserves	16,550	441,609	2,568.33	441,609	0.00
Total	\$ 2,661,441	\$ 3,398,169	27.68	\$ 3,453,408	1.63

Budget by Categories of Revenue

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Miscellaneous Revenues	27,306	27,306	0.00	27,306	0.00
General Revenue Allocation	2,634,135	3,370,863	27.97	3,426,102	1.64
Total	\$ 2,661,441	\$ 3,398,169	27.68	\$ 3,453,408	1.63



San Diego Geographic Information Source (SanGIS)



Department Description

SanGIS was created in July 1997 as a Joint Powers Agreement (JPA) between the County and the City of San Diego. After 13 years of working together to develop a fully integrated geographic Information system in the Regional Urban Information System (RUIS) Project, the County and the City chose to formalize the Geographic Information Source (GIS) partnership by creating the SanGIS JPA. SanGIS focuses on ensuring that geographic data is maintained and accessible. The JPA allows SanGIS to enter into data sharing agreements and market data while providing public services more efficiently and at less cost.

Mission Statement

To maintain and promote the use of a regional geographic data warehouse for the San Diego area and to facilitate the development of shared geographic data and automated systems that use that data.

2002-03 Accomplishments

Environment

- Added twelve new regional geographic data layers to the SanGIS data warehouse, including natural diversity and environmentally sensitive lands layers.

Fiscal Stability

- Executed a contract with GeoJet Inc. to market value-added products utilizing SanGIS data.

Technology

- Established a state-of-the-art Network Appliance Storage solution for all SanGIS databases.
- Upgraded the SanGIS computing environment with the addition of two new servers and six new workstations.
- Procured updated color and black and white orthophotographic for County departments, which were provided at no cost to departments.

- Acquired software to provide on-demand project-level data delivery for public customers from SanGIS website.
- Upgraded SanGIS website to utilize latest version of interactive mapping software which has been acclaimed by public for improved performance.
- Provided prompt responses to more than 150 requests for data and mapping services from County departments.
- Migrated SanGIS data maintenance environment to the most advanced and reliable software product available.
- Provided support to complete Department of Public Works system to retrieve, view, and purchase land documents on-line.

Regional Leadership

- Acquired a natural diversity database from the State of California for use by County departments.

2003-05 Objectives

Strategic Initiative – Kids

- Provide map resources to students through SanGIS website Map Gallery and Interactive Mapping.
- Maintain GIS map layers of all schools and parks and libraries in the County.



- Conduct GIS training presentations in local schools.

Strategic Initiative – The Environment

- Obtain a Digital Elevation Model for the entire County to be used to characterize stormwater drainage.
- Provide a GIS layer locating hazardous materials and contamination sites in the County.

Strategic Initiative – Safe and Livable Communities

- Remotely update road address data to City and County emergency responders and public safety agencies.
- Provide a County GIS trails layer on the SanGIS Interactive Mapping website.

Changes from 2002-03 Adopted

Expenditure

- Expenditures decrease by approximately \$46,000, a net decrease of 6.5 percent, due to a reduction in the cost of computer related contracts and increases in negotiated salary and benefit agreements.

Revenue

- Revenues increase by 15 percent, approximately \$48,000, from additional data subscriptions and increase storefront sales.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Data subscription licenses	45	52	55	60
Revenue from data subscriptions	\$160,000	200,000	\$250,000	\$275,000
Revenue from storefront sales	\$50,000	51,700	\$55,000	\$60,000
Revenue from Internet sales	\$40,000	48,700	\$50,000	\$55,000
Maps/services provided to County departments	30	150	150	150



San Diego Geographic Information Source (SanGIS)

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
San Diego Geographic Information Source (SanGIS)	5.00	5.00	0.00	5.00	0.00
Total	5.00	5.00	0.00	5.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
San Diego Geographic Information Source (SanGIS)	\$ 712,329	\$ 666,014	(6.50)	\$ 696,496	4.58
Total	\$ 712,329	\$ 666,014	(6.50)	\$ 696,496	4.58

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 318,974	\$ 369,784	15.93	\$ 400,266	8.24
Services & Supplies	393,355	296,230	(24.69)	296,230	0.00
Total	\$ 712,329	\$ 666,014	(6.50)	\$ 696,496	4.58

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Intergovernmental Revenues	330,906	379,873	14.80	400,266	5.37
General Revenue Allocation	381,423	286,141	(24.98)	296,230	3.53
Total	\$ 712,329	\$ 666,014	(6.50)	\$ 696,496	4.58



Trade and Business Development



Department Description

The Office of Trade and Business Development works to enhance the San Diego region's economy by working with companies to create and retain high value-added jobs through attraction and retention efforts, assisting local companies with their expansion plans, and identifying opportunities that foster a business-friendly environment. Trade and Business Development lends its support to the business community through the Early Assistance Program, Permit Expediting Process, Financial Incentives, Site Search Assistance, Grant Solicitation, and an Ombudsperson to guide you through the process.

Mission Statement

Encourage and sustain economic prosperity in San Diego County.

2002-03 Accomplishments

Environment

- Assisted the local business community.
- Assessed impacts of military installations.
- Identified issues that inhibit company growth and opportunities that foster economic prosperity.
- Continued outreach efforts to business community.

2003-05 Objectives

Strategic Initiative – Kids

- Assist with the transition of welfare to work through aggressive marketing of incentives for hiring welfare recipients

Strategic Initiative – The Environment

- Advance economic welfare and development through successful business attraction, retention and expansion efforts.

Strategic Initiative – Safe and Livable Communities

- Avert an adverse economic impact through business continuity planning

Changes from 2002-03 Adopted

Economic development has changed in the region. There is an established North County Regional Economic Development Corporation (EDC), the San Diego Regional Economic Development Corporation (EDC) has assumed a region-wide perspective, and we have solidified relationships with our partners. This offers an opportunity to utilize our partners to a greater extent. With the strength of the partners and the enhanced relations there is an opportunity to review resources and focus on the changing dynamic of the economy. By utilizing this partnership we can reduce the amount of resources and empower our partners to assist with economic development efforts. Working with our partners, we can continue to conduct the proactive business retention efforts that are currently underway. Business assistance efforts will be conducted in a more efficient service delivery method for customers wanting information regarding starting a business. Through an automated phone system and improved information on the web, customers will be able to obtain basic “start-up” information (24 hours a day) without necessitating a call to staff. The slower economy has resulted in less projected job growth. While retention efforts remain the highest priority, job creation



Trade and Business Development

efforts have dwindled as companies add fewer staff due to slower growth. As a result, this program is being reorganized with a reduction of four staff years.

Expenditure

- Net decrease in Salaries and Benefits of \$0.2 million due to negotiated labor contracts and the cost associated with the reduction of 4.00 staff years

- Decrease in Services & Supplies of \$10,485, primarily in IT costs.

Staffing

- Four staff years are proposed to be deleted as a result of the reorganization of this program - three CAO Staff Officers and one Intermediate Clerk.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Job Creation	600	750	300	300
Business assistance	200	250	150	150
Early Assistance Meetings	8	8	3	3
Retention Meetings	200	200	100	100
Mentor/Mentee Pilot Program	50	50	10	10

As a result of the FY 2002-03 Mentor/Mentee program a Job Shadow Program will be started with 10 participants in FY 2003-04.



Trade and Business Development

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
TradeandBusinessDevelopment	7.00	3.00	(57.14)	3.00	0.00
Total	7.00	3.00	(57.14)	3.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
TradeandBusinessDevelopment	\$ 617,259	\$ 400,966	(35.04)	\$ 417,005	4.00
Total	\$ 617,259	\$ 400,966	(35.04)	\$ 417,005	4.00

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 467,652	\$ 261,844	(44.01)	\$ 273,646	4.51
Services & Supplies	149,607	139,122	(7.01)	143,359	3.05
Total	\$ 617,259	\$ 400,966	(35.04)	\$ 417,005	4.00

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
General Revenue Allocation	617,259	400,966	(35.04)	417,005	4.00
Total	\$ 617,259	\$ 400,966	(35.04)	\$ 417,005	4.00



Agriculture Weights & Measures



Department Description

The Department of Agriculture, Weights and Measures is part of a Statewide network of County Agricultural Commissioners and Sealers of Weights and Measures created by the State legislature in the late 1800's. In addition to the traditional function of enforcing laws and regulations pertaining to pesticide use, exclusion of exotic pests, and equity in the marketplace, the department's focus has been expanded dramatically. Other activities such as endangered species conservation, prescribed burning, certification of farmers' markets and organic farming, as well as wildlife and veterinary pathology services, are offered in an effort to meet the needs of our diverse community.

Mission Statement

Promote the sustainability of agriculture while protecting the environment and ensuring the health and safety of all citizens. Ensure equity in the marketplace by promoting awareness of laws and regulations and by enforcing them fairly and equally.

2002-03 Accomplishments

Environment

- Communicated with thousands of customers on information about water quality regulations and water quality best management practices via presentations, mailings and inspections.
- Completed numerous educational presentations to students, industry associations and community groups to increase public awareness of ways to prevent the spread of agriculture-related pests and diseases.

Crime Prevention

- Participated in multi-agency task forces to increase awareness, share resources and assist with prosecuting and reducing environmental crimes.

- Participated in rural crime-joint initiative/pilot, Agricultural Network (AgNet) program with law enforcement agencies to reduce agricultural crime, such as crop theft and smuggling of prohibited commodities; worked with Sheriff's Department to seek 100% Federal funding offset to continue the program.

Health and Wellness

- Continued sponsorship and coordination of San Diego County's inter-agency Farmworker Health Initiative; produced a video of California -Environmental Protection Agency (Cal -EPA) training on the health effects of pesticide exposure, initiated an assessment of housing needs for fieldworkers, and initiated efforts to ensure that fieldworkers were aware of planned aerial pesticide spraying in the Mexican Fruit Fly eradication area.

Regional Leadership

- Developed a planning phase timeline and identified strategic issues for building an Agricultural Resource Center. This center would consolidate different agriculturally related agencies and associations at a single convenient location and provide one-stop shopping for agricultural industry and regulated businesses. Planning process tabled due to State funding crisis.



- Participated as committee members and association officers in regional and national associations and task forces, influencing policy and legislative proposals.

Technology

- Completed Geographic Information Source (GIS) mapping of approximately 63% (4,500) of the 7,084 agricultural sites throughout the county.
- Purchased hardware and software in preparation for an automated Document Management system, which is needed to mitigate a 120% increase in State-mandated pesticide regulation forms (from 5 to 11).
- As one of two counties selected nationwide to test a new U.S. Department of Agriculture automated system for issuing international phytosanitary certificates, provided valuable feedback regarding system problems, which are under review for further refinement.
- Postponed implementation of a web-based pesticide use reporting system due to lack of State funding.
- Acquired and implemented comprehensive software and hardware package to automate data keeping, registration billing, and documentation of weights and measures regulatory activities.

Fiscal Stability

- Pursued new funding for outreach, education, and compliance efforts by applying for grant funds.
- Implemented fee updates to mitigate general revenue obligation for programs.
- Reviewed and updated departmental Indirect Cost Rate.

Human Resources Modernization

- Updated Personal Development Plans department-wide to encourage communication on employee developmental goals and departmental strategic and operational goals.

- Maximized new tracking and reporting opportunities provided by the County's new human resources PeopleSoft software.
- Completed General Management System (GMS)/ Strategic Plan training for management and general staff.

2003-05 Objectives

Strategic Initiative – Kids

- Sponsor annual Insect Fair and develop an interactive children's garden at Quail Botanical Gardens.
- Assist school districts in complying with the Healthy Schools Act by providing information regarding Integrated Pest Control methods.
- Provide information about, and encourage educational pursuits in, science for elementary, junior high, high school, and college students by supporting and participating in school career days, educational talks, science fairs, student "shadow day" programs, internships, etc.

Strategic Initiative – The Environment

- Educate, investigate, and inspect to ensure compliance with agricultural and weights/measures regulatory requirements.
- Work with the agricultural community and appropriate agencies to explore conservation of working landscapes.
- Provide extensive outreach efforts to inform and educate growers and other businesses on best management practices, the impacts of the Urban Stormwater Permits, and other clean water issues.
- Identify and eradicate new occurrences of invasive/exotic non-native weeds such as Perennial Peppergrass, Arundo, Yellow Star thistle, and Purple Star thistle.
- Educate and, as appropriate, register new growers to encourage organic farming, thereby reducing pesticide use.



- Seek changes to State protocols that will increase exotic insect trapping in “rural residential” areas in order to reduce the threat of agricultural quarantines.

Strategic Initiative – Safe and Livable Communities

- Seek federal Funding to continue the Agricultural Network (AgNet), a locally formed network of federal, state and county agricultural and law enforcement agencies that seeks to prevent smuggling and agricultural crime.
- Ensure that field workers who are determined to be at risk receive adequate pesticide training, receive annual health and dental exams and receive any needed immunizations.
- Mitigate environmental, health and bio-terrorism risks from infectious animal disease agents and vectors by surveying, participating on inter-departmental and inter-agency task forces, and serving on technical and advisory committees.
- Seek needed funding for and fully participate in multi-agency task forces to share resources and information, and to better coordinate efforts to identify, investigate, and prosecute crimes against consumers and the agricultural industry.
- Post all adjudicated enforcement actions on the department’s website to enable consumers to make informed business choices.
- Reduce the use of pesticides and chemicals in the workplace by providing structured outreach quarterly to all Integrated Pest Management Coordinators in County departments.
- Develop Homeland Security preparation standards via American National Standards Institute (ANSI).

Changes from 2002-03 Adopted

Expenditure

- Increasing \$1.6 million due mainly to negotiated salary and benefit agreements and to fully fund two Stormwater positions that were mid-year additions in Fiscal Year 2002-03.

Revenue

- Revenue is increasing \$1.6 million: \$1.5 million of the increase is Fund Balance for one-time bridge funding for two programs; \$1.0 million Fund Balance is used to provide bridge funding for pesticide regulation, pending an anticipated legislative change to increase Mill Assessment revenue for local programs; \$0.5 million Fund Balance is used to provide bridge funding for the Office of the County Veterinarian pending resolution of efforts to obtain State or Federal funding for this critical laboratory, which provides support for public health and local agriculture; and \$0.1 million of the revenue increase results from a combination of minor increases in various revenue accounts.

Staffing

- Increasing by a net .75 staff years from 142.75 to 143.50.
- Fully funded two staff years added mid-year in Fiscal Year 2002-03 for agricultural-related Stormwater education and enforcement.
- Deleting .25 staff years that remained after combining part-time Pest Detection positions to create full-time positions to meet changing workload demands.

Agriculture Weights & Measures



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Points of Entry Facilities Visited for High Risk Inspections	10,000	10,000	10,000	10,000
Pest Detection Trap Servicing	319,000	319,000	319,000	319,000
Pesticide Inspections	1,400	1,400	1,400	1,400
Restricted Materials Permits Issued	1,000	1,200	1,000	1,000
Weighing and Measuring Devices Inspected	35,000	35,000	35,000	35,000



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Agriculture, Weights and Measures	142.75	143.50	0.53	143.50	0.00
Total	142.75	143.50	0.53	143.50	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Grazing Advisory Board	\$ 25,000	\$ —	(100.00)	\$ —	(100.00)
Agriculture, Weights and Measures	11,335,326	12,997,275	14.66	13,507,845	3.93
Fish and Wildlife Fund	39,500	39,500	0.00	39,500	0.00
Total	\$ 11,399,826	\$ 13,036,775	14.36	\$ 13,547,345	3.92

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 8,887,944	\$ 10,778,519	21.27	\$ 11,289,089	4.74
Services & Supplies	2,121,918	2,211,756	4.23	2,211,756	0.00
Other Charges	65,500	40,500	(38.17)	40,500	0.00
Fixed Assets Equipment	191,000	6,000	(96.86)	6,000	0.00
Management Reserves	133,464	—	(100.00)	—	(100.00)
Total	\$ 11,399,826	\$ 13,036,775	14.36	\$ 13,547,345	3.92

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	63,250	1,523,250	2,308.30	23,250	(98.47)
Licenses Permits & Franchises	1,626,010	1,572,030	(3.32)	1,572,030	0.00
Fines, Forfeitures & Penalties	16,250	16,250	0.00	16,250	0.00
Intergovernmental Revenues	5,933,854	5,808,380	(2.11)	7,690,273	32.40
Charges For Current Services	738,943	961,255	30.09	961,255	0.00
Miscellaneous Revenues	59,350	53,710	(9.50)	36,750	(31.58)
General Revenue Allocation	2,962,169	3,101,900	4.72	3,247,537	4.70
Total	\$ 11,399,826	\$ 13,036,775	14.36	\$ 13,547,345	3.92



Air Pollution Control District



Department Description

The Air Pollution Control District (APCD) is a regional agency responsible for attaining Federal and State ambient air-related public health standards and implementing associated requirements of Federal and State law. The Air Pollution Control Board adopts local rules to control air pollution and long-term regional implementation plans to achieve mandated long-term pollution reductions. The APCD implements the rules and long-term plans through permitting, business inspections, and other regulatory programs. Additionally, the APCD provides public information on air pollution matters, funds emission reduction projects, and monitors pollution levels throughout the region. If pollution levels become elevated, a public advisory is issued.

Mission Statement

To protect the public from the harmful effects of air pollution, achieve and maintain air quality standards, foster community involvement, and develop and implement cost-effective programs meeting State and Federal mandates, considering environmental and economic impacts.

2002-03 Accomplishments

Environment

- Maintained compliance with the Federal one-hour ozone standard during 2002 (continuing the region's attainment status) and recorded the fewest exceedances ever of the eight-hour standard (13).
- Developed an Ozone Maintenance Plan and submitted a request to the Environmental Protection Agency (EPA) and received a Finding of Attainment of the one-hour ozone standard, ensuring protection from future reclassification ("bump up") to a "severe" ozone nonattainment area.
- Continued the development of the regional air quality model for ozone attainment demonstrations.
- Initiated modifications to the air monitoring network based on 2000 census data, augmented very fine particulate matter (PM_{2.5}) sampling, and enhanced hydrocarbon measurements.
- Completed an air quality study associated with a suspected cancer cluster in Valley Center.
- Initiated a PM_{2.5} forecasting program for public access.
- Provided air monitoring support for the Master Plating clean-up.
- Enhanced the Smoke Management Program to reduce health impacts from prescribed burns.
- Implemented new special air monitoring program to enhance citizen safety.
- Continued priority permitting and emissions testing for power generating equipment. Issued permit for proposed new 500 MW Palomar power plant.
- Evaluated and, as appropriate, proposed revisions to rules for controlling oxides of nitrogen emissions from engines and gas turbines.
- Proposed revisions to the New Source Review rules to address past EPA approval issues and incorporate new State requirements.



- Issued new Federal Title V permits to meet EPA commitment.
- Implemented Phase I of the State Enhanced Vapor Recovery Program.
- Implemented new Federal and State hazardous air pollutant regulations and provided compliance assistance.
- Evaluated and implemented process improvements and automation to enhance customer service and optimize resource utilization.
- Continued School Bus Emission Reduction program to reduce exposure of children to harmful emissions.

Technology

- Expanded electronic filing for most types of permit applications via e-mail.
- Evaluated alternative programs to further streamline processes and improve data availability.
- Installed a new ambient air quality monitoring Data Acquisition System.

Human Resources Modernization

- Completed General Management System (GMS)/ Strategic Plan training for managers and general staff.

Regional Leadership

- Participated in the Air Resources Board (ARB) Neighborhood Assessment Program.
- Participated in Environmental Justice demonstration and education programs.
- Provided technical leadership in the development of diesel engine test procedures and tools for estimating cumulative toxic air impacts.
- Participated in energy-related panels, seminars, and workgroups.

Fiscal Stability

- Funded negotiated salary increases through revenue enhancements and improved cost-effectiveness.
- Minimized fee impacts to the extent possible.
- Collaborated with other districts to minimize reductions in State subvention funding.
- Funded additional emission reduction projects using power plant mitigation fees.

2003-05 Objectives

Strategic Initiative – Kids

- Improve children's health by reducing harmful emissions from school buses using local mitigation fees to leverage state funds.
- Participate in ARB's Children's Health Study to determine the impacts of ozone and other harmful emissions.
- Initiate educational outreach on health effects of very fine particulate matter (PM2.5) especially to children who may be sensitive to PM2.5 health effects.

Strategic Initiative – The Environment

- Update the Regional Air Quality Strategy to expedite attainment of the State ozone standard through cost-effective air pollution control measures.
- Continue the Moyer program to reduce harmful emissions from mobile sources using Proposition 40, Clean Air Act and local funds.
- Model regional air quality for ozone attainment demonstrations.
- Participate in Federal and State Environmental Justice initiatives. Enhance communications to environmental justice communities.
- Continue priority permitting and emissions testing for power generating equipment.



- Revise rules to further reduce emissions from gasoline marketing, solvents, boilers, engines, and gas turbines.
- Implement toxic air contaminant regulations and provide compliance assistance to businesses.
- Revise New Source Review rules to address remaining ARB and EPA approval issues.
- Implement additional phases of the State Enhanced Vapor Recovery Program.
- Continue to implement process improvements and automation to enhance customer service and optimize resource utilization data availability and management.
- Enhance electronic filing of permit applications and other official documents.
- Implement PM2.5 forecasting.
- Actively participate in diesel particulate matter testing.
- Continue permitting, inspection, and outreach to regulated sources to ensure compliance.

Strategic Initiative – Safe and Livable Communities

- Continue working with other agencies investigating, prosecuting and resolving environmental crimes.
- Continue special air monitoring project for the Federal government to enhance regional security.
- Develop tools for preparation of public health risk assessments of regulated sources of air toxics.
- Disseminate air toxics emissions information.
- Continue implementing the Complaint Resolution Protocol to effectively respond to public complaints regarding air pollution.

Changes from 2002-03 Adopted

Expenditure

- Expenditures are increasing \$2.6 million.

- Salaries and Benefits are increasing \$2.3 million primarily due to negotiated salary and benefit agreements.
- Services and Supplies are increasing a net \$143,000. This reflects increases in IT rates (\$227,000), Interfund Charges (\$44,500) due to increases in labor rates, and building lease costs (\$110,700). Other Services and Supplies are being reduced (\$239,200) to offset the impact of these increases.
- Fixed Assets are decreasing \$214,000 by deferring replacement vehicle purchases.
- Operating Transfers Out are increasing \$1.1 million due to additional transfers from the Air Quality Improvement Trust Fund to the Operating Fund.
- No Designated Debt Service Reserve is proposed for the fiscal year.

Revenue

- Funding is increasing \$2.6 million.
- Permit fees and other fee revenue are increasing \$187,000 primarily due to increases in labor rates.
- Revenue from Use of Money & Property is decreasing \$10,000 due to lower interest rates.
- Intergovernmental Revenue is increasing a net \$1.3 million, primarily from vehicle registration fees for the Air Quality Improvement Program of \$1.1 million, additional grant funds of \$422,000 from the EPA for special monitoring, and a reduction in State subvention of \$218,000.
- Charges for Current Services are increasing \$335,000 primarily from increases in revenue from asbestos and mitigation fees.
- Other Financing Sources are increasing \$1.1 million due to an increase in reimbursement from the Air Quality Improvement Trust Fund for operating costs.



- Fund Balance use is decreasing a net \$352,000 due primarily to the cost of moving to a new building and reduction in vehicle and other fixed asset purchases in Fiscal Year 2003-04.

Staffing

- Reducing three staff years in Fiscal Years 2003-05 through streamlining processes, resulting in minimal impact on services.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Adopt Measures to Achieve State and Federal Air Quality Mandates	12	12	14	12
Evaluate Potential Emissions and Permit Compliance for New and Modified Sources	1,500	1,800	1600	1600
Inspect Permitted and other Regulated Sources for Compliance with Applicable Regulations	8,700	8,800	9,000	9,000
Inspection Survey Customer Satisfaction Ratings	95%	98%	95%	95%
Hours of Validated Air Quality Measurement and Analysis	1,475,004	1,484,582	1,407,994	1,406,674



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Air Pollution Control District Programs	152.00	149.00	(1.97)	149.00	0.00
Total	152.00	149.00	(1.97)	149.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
General Fund Contribution to APCD	\$ 211,324	\$ 199,933	(5.39)	\$ 187,090	(6.42)
Air Pollution Control District Programs	19,434,773	22,085,928	13.64	22,610,182	2.37
Total	\$ 19,646,097	\$ 22,285,861	13.44	\$ 22,797,272	2.29

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 11,031,904	\$ 13,325,642	20.79	\$ 13,910,643	4.39
Services & Supplies	4,346,325	4,489,341	3.29	4,402,295	(1.94)
Other Charges	24,000	24,450	1.87	25,049	2.45
Fixed Assets Equipment	270,840	56,650	(79.08)	82,350	45.37
Reserve/Designation Increase	700,000	—	(100.00)	—	(100.00)
Operating Transfers Out	3,273,028	4,389,778	34.12	4,376,935	(0.29)
Total	\$ 19,646,097	\$ 22,285,861	13.44	\$ 22,797,272	2.29



Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	1,908,293	1,556,681	(18.43)	1,479,575	(4.95)
Licenses Permits & Franchises	6,713,911	6,900,971	2.79	7,384,038	7.00
Fines, Forfeitures & Penalties	490,000	532,000	8.57	565,320	6.26
Revenue From Use of Money & Property	310,000	300,000	(3.23)	300,000	0.00
Intergovernmental Revenues	6,035,889	7,368,015	22.07	7,447,332	1.08
Charges For Current Services	703,652	1,038,484	47.58	1,056,983	1.78
Other Financing Sources	3,273,028	4,389,777	34.12	4,376,934	(0.29)
General Revenue Allocation	211,324	199,933	(5.39)	187,090	(6.42)
Total	\$ 19,646,097	\$ 22,285,861	13.44	\$ 22,797,272	2.29

Environmental Health



Department Description

The Department of Environmental Health (DEH) enhances quality of life by protecting public health and safeguarding environmental quality, educating the public to increase environmental awareness, developing customer-friendly processes and procedures, and implementing and enforcing local, State, and Federal environmental laws. Under the authority of these laws, DEH regulates the following: retail food; public housing; pools; small drinking water systems; mobile-home parks; sewage and solid waste disposal; stormwater; recreational water; underground storage tanks and cleanup oversight; and medical and hazardous materials waste, which prevents disease carried by rats and mosquitoes, ensures occupational health for County employees, and provides local enforcement of radiation control laws.

Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws. Our goal is “Healthy People in Healthy Communities Free From Disease due to the Environment.”

2002-03 Accomplishments

Environment

- Held the first annual Clean Water Summit attended by 200 invitees.
- Defined and targeted two significant environmental indicators: (1) the upgrading or closure of significantly non-compliant underground storage tanks (USTs), by 2004; and (2) the reduction of the number of UST releases in 2006 to half of the number of releases verified in 2001.
- Increased the hazardous materials inspection frequency for plating shops from 14 months to 12 months.
- Protected groundwater resources by ensuring that all USTs complied with State regulations. Reduced the number of non-compliant USTs.
- Identified industry hazardous waste compliance and pollution prevention educational needs. Conducted 16 industry focused educational workshops.
- Reduced the generation of hazardous waste in the County through the following:
 - Continued to implement the Automotive Repair Pollution Prevention Workplan - (1) conducted three automotive repair pollution prevention workshops; and (2) developed and distributed a self-compliance checklist and a pollution prevention checklist specifically targeted toward the automotive repair industry.
 - Developed and implemented additional industry pollution prevention workplans targeted toward the small quantity medical waste generator community.
 - Diverted 580,629 pounds of household hazardous waste from landfills by conducting collection activities around the County.
 - Developed the program that allows small businesses to participate in the Household Hazardous Waste Recycling Program.



Health and Wellness

- Established San Diego County Food Safety Advisory Council comprised of Food and Housing Division (FHD) staff and stakeholders including industry, consumers, and epidemiologists.
- FHD plan check unit has reduced plan review cycle time from 20 days to 10 days.
- Developed policies and procedures for the implementation of a FHD field inspectors quality assurance program. Additionally, Retail Food field staff have been field standardized.

Regional Leadership

- Chaired the California Certified Unified Program Agency (CUPA) Forum.
- Completed the West Nile Virus Strategic Response Plan.
- Chaired the Southern California Technical Advisory Committee for food safety.
- Chaired California Conference of Directors of Environmental Health Food Safety Policy Committee.
- Member of California Uniform Retail Food Facilities Law Review Committee.
- Council member for the National Environmental Health Science and Protection Accreditation Council.

Technology

- Provided Internet-based Respiratory Protection Safety Training to over 140 applicable staff.
- Integrated Geographic Information System (GIS) with Kiva permitting system.
- Managed effort to create a MS Access reporting tool linking to Kiva that is now in use by over 100 LUEG staff. This tool has proved very valuable in both lowering ad hoc reporting time and improving data quality assurance issues.

Human Resources Modernization

- Provided General Management System (GMS)/Strategic Plan training for managers and general staff.

2003-05 Objectives

Strategic Initiative – Kids

- Implement interventions geared to reducing risk factor violations associated with injury and deaths at public swimming pools.
- Design and implement a school-aged children's outreach program element for the prevention of vector-borne illness.
- Conduct four educational outreach presentations to elementary and high school children about hazardous materials and hazardous waste in order to increase their awareness about maintaining and improving the environment.

Strategic Initiative – The Environment

- Continue to protect groundwater resources by reducing the number of USTs releases in 2006 to half the number of releases verified in 2001.
- Continue to protect groundwater resources by ensuring upgrading or closure of significantly non-compliant USTs by 2004.
- Continue to promote and assist small businesses with pollution prevention, with a continued emphasis on the automobile repair industry.
- Obtain approval from the Board of Supervisors and Regional Water Quality Control Board for expanded use of alternative onsite wastewater systems.

Strategic Initiative – Safe and Livable Communities

- Reduce the number of foodborne illnesses caused by key pathogens, with a focus on at-risk populations.
- Implement the West Nile Virus Strategic Response Plan to minimize public health impact.



- Expand computer-based safety training to include asbestos, lead, and ergonomic modules customized for San Diego County employees.
- Improve hazardous materials inventory information transfer to local fire departments through a streamlined first responder hazardous materials business plan.
- Identify plating shops within mixed-use zoning and make them a high priority for education, compliance, and enforcement.
- Implement interventions geared toward reducing risk factors that can lead to food borne illnesses

Changes from 2002-03 Adopted

Expenditure

- Salary and Benefit appropriations increase of \$1.1 million as a result of negotiated labor contracts.
- Services and Supplies appropriations decrease by \$1.8 million due to the transfer of Stormwater programs to the Department of Public Works.

- Management Reserves use decrease by \$0.5 million.

Revenue

- Program revenue is increasing by \$1.6 million due to approved fee adjustments and a transfer from the Worker's Compensation Trust Fund to fund the Occupational Health program for County employees.
- Use of Land Use and Environment Group fund balance is decreased by \$0.3 million.
- General-purpose revenue is reduced by \$2.5 million and will be budgeted in the Department of Public Works to fund the transferred Stormwater programs.

Staffing

- Positions are being reduced by 25.00 staff years. 24 Stormwater positions are being transferred to the Department of Public Works. One position was transferred to the Department of Parks and Recreation mid year during Fiscal Year 2002-03.



Environmental Health

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Complete Inspections of Food and Housing Regulated Businesses	38,000	39,606	38,000	38,000
Maintain average food and pool plan review times at 10 days or less. ²	N/A	N/A	10	10
Complete Inspections of Hazardous Materials Regulated Businesses	8,965	8,576	7,640 ¹	7,640 ¹
Complete Review of Land Use Projects Requiring Permits	3,948	5,757	3,948	3,948
Reduce larvicide usage for mosquito control (gallons) ²	N/A	N/A	500	250
Increase household hazardous waste recycling (lbs)	N/A	N/A	440,000	480,000
Contaminated Site Oversight (LOP)	1,273	1,589	1,273	1,273
Reduce threat to groundwater by reducing monitoring wells by 25% by 2006.	N/A	N/A	109	109
Reduce the average concentration of MTBE in groundwater dependent areas by 50% by 2006 (ppb). ³	N/A	N/A	6,000	6,000
Perform oversight of fuel-contaminated sites at site-specific rate for full cost recovery (%).	N/A	N/A	57	57
Post beach closures and advisories to warn public of contaminated beach waters ⁴	N/A	N/A	244	244

¹ Reflects a change in inspection frequency from 14 to 18 months. This is required to meet additional legislative and regulatory mandates without increasing staff.

² This type of larvicide kills all air breathing organisms in the water to which it is applied. Selective mosquito larvicides will be used instead, along with biological measures, like fish that eat mosquito larva, and physical controls, like weed abatement, that make the environment less conducive to mosquitos. All approved larvicides will be used to control the mosquitos that carry West Nile virus, if it is found in San Diego County.

³ Methyl Tertiary Butyl Ether (MTBE) is a chemical additive to gasoline that can cause significant adverse impacts to groundwater. The goal is to reduce its presence in areas where people use groundwater.

⁴ These signs warn the public not to enter the water in the area indicated due to the presence of disease causing bacteria in the water. The signs are removed, when it is safe to enter the water.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Environmental Health	303.00	278.00	(8.25)	278.00	0.00
Total	303.00	278.00	(8.25)	278.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Environmental Health	\$ 29,443,682	\$ 28,275,031	(3.97)	\$ 29,590,910	4.65
Total	\$ 29,443,682	\$ 28,275,031	(3.97)	\$ 29,590,910	4.65

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 20,794,555	\$ 21,924,374	5.43	\$ 23,240,573	6.00
Services & Supplies	8,122,858	6,330,657	(22.06)	6,330,337	(0.01)
Fixed Assets Equipment	20,000	20,000	0.00	20,000	0.00
Management Reserves	506,269	—	(100.00)	—	(100.00)
Total	\$ 29,443,682	\$ 28,275,031	(3.97)	\$ 29,590,910	4.65

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	303,420	—	(100.00)	—	(100.00)
Licenses Permits & Franchises	14,383,860	15,452,006	7.43	16,423,544	6.29
Fines, Forfeitures & Penalties	231,658	255,368	10.23	255,368	0.00
Intergovernmental Revenues	2,527,086	1,777,686	(29.65)	1,777,686	0.00
Charges For Current Services	7,261,616	8,370,325	15.27	8,614,862	2.92
Miscellaneous Revenues	598,517	731,234	22.17	766,055	4.76
Other Financing Sources	1,390,395	1,390,395	0.00	1,390,395	0.00
General Revenue Allocation	2,747,130	298,017	(89.15)	363,000	21.80
Total	\$ 29,443,682	\$ 28,275,031	(3.97)	\$ 29,590,910	4.65



Farm and Home Advisor



Department Description

The Farm and Home Advisor Office conducts programs of education and applied research in a three-way partnership with the County of San Diego, University of California (UC) and United States Department of Agriculture. This brings the resources of all three together to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities. The Advisors are University extension professionals with expertise in Agriculture and Plant Science, Marine and Natural Resources, Youth Development, Nutrition and Food Safety, Family and Consumer Science, Water Quality and Environmental Issues, Invasive Plants, Home Horticulture/Master Gardeners, and Integrated Pest Management.

Mission Statement

The Farm and Home Advisor/University of California Cooperative Extension's (UCCE) mission is to improve the quality of life and economic viability of individuals, families and communities in San Diego County.

2002-03 Accomplishments

Environment

- Conducted field trials and experiments to test and demonstrate innovative integrated pest management (IPM) technologies to reduce pesticide use. Brochures, handouts, and posters have been produced to disseminate IPM information.
- Provided information to over 2,000 boat owners, boating businesses, paint companies, regulators, policy makers, and environmental organizations on using copper-based and alternative boat bottom paints. This effort is targeted at reducing copper pollution from boat bottom paints.
- Presented three Invasive Plant Schools providing 12 hours of in-depth education to more than 140 participants about weeds in natural areas. One of the schools was designed especially for County employees in

the Land Use and Environment Group department's of Parks and Recreation, Agriculture, Weights & Measures, and Public Works.

- Provided information and assistance to 3,000 commercial avocado growers and 800 commercial growers of other tree crops in San Diego County through the Avocado, Citrus, Subtropical, and Deciduous Fruit Program.
- Patented a new red artichoke variety that can be grown in the County.
- 150 active master gardener volunteers served about 6,000 residents, providing home horticulture and pest management information. Master Gardeners staffed educational exhibits at 15 horticultural events, including the 20-day County Fair, contacting over 60,000 people.
- Provided record-keeping binders to over 30 local growers to assist in compliance with required greenhouse and nursery stormwater inspections.

Crime Prevention

- Provided supervised, non-formal, educational after school programs to 300 young people through the 4-H Foundation. Additionally, the 4-H Club program



reached 1,889 young people with non-formal educational experiences in agriculture, natural resources, and life skills acquisition.

- Trained 30 youth/adult teams to provide leadership to community-based youth groups.

Self Sufficiency

- Delivered a science-education program promoting academic preparedness to youth in Animal Science through the Animal Ambassadors program. This is a partnership between Grossmont College, UC Davis Veterinary Medicine Extension, County Agriculture, Weights & Measures, 4-H Educational Foundation, and the UC Division of Agricultural and Natural Resources.
- Trained volunteers to teach over 2,000 youth in animal bio-security and health prevention practices.
- Provided Meal Planning and Food Shopping workshops designed to promote self-sufficiency that were attended by over 800 low-income families with children.

Health and Wellness

- Expanded Food and Nutrition Program (EFNEP) and the Food Stamp Nutrition Program (FSNEP) collaborated with 147 county organizations and human services agencies to deliver research-based education to 1,200 low-income adults, primarily families with children. Trained 202 teachers who provided nutrition education to 15,111 San Diego County youth from limited resource families. These efforts were supported by combined Federal grants of over \$700,000.
- Trained 194 community leaders/teachers in 74 youth organizations and after-school programs on the importance of being physically active and consuming five fruits and vegetables a day as part of our “5 a Day Power Play!” grant. Over 5,610 low-income, 9 to 11 year-old youth participated in this program.

- “Train-the-trainer” Food Safety Workshops were attended by 120 community health personnel with a total annual outreach to 600 clients (low-income seniors, pregnant women, and children). Both staff and those trained in safe food handling practices will share information with at least 3 other family members (1,800), for a total educational outreach to over 2,400 San Diego County residents.
- Trained and provided technical assistance to 49 teachers in eleven schools and five school districts to implement garden-based nutrition education for 3,150 San Diego County students.
- Master Gardeners consulted with teachers at approximately 35 schools on starting and managing school gardens. Two tours of school gardens were provided for teachers in cooperation with the Resource Conservation District of Greater San Diego County and the San Diego Office of Education.

Technology

- Completed web page improvements and conversion for consistency with other San Diego County Land Use and Environment Group departments. Job applications and related information are available on the web in addition to data on commercial agriculture, home horticulture, nutrition, family and consumer science, natural resources, and youth development.

Human Resources Modernization

- All staff trained on strategic planning and the General Management System (GMS).
- The Awards and Incentives Program provided recognition to twelve staff and volunteers for exemplary service.

Regional Leadership

- Partnered with the Port of San Diego as part of the San Diego Pollution Prevention Program implementing an Integrated Pest Management (IPM) Program. Over 600



people trained in IPM methods, plant protection, and reduction in pesticide runoff. A special effort was made to work with school IPM programs, school risk managers, and landscapers.

- Collaborated with San Diego State University on research to determine if slow release fertilizers in avocado production result in less nitrate leaching into groundwater.
- Secured funding from County Water Authority to evaluate Avocado rootstocks that can be irrigated with reclaimed water.
- Conducted Blueberry variety trials with the La Jolla Reservation to demonstrate possibilities in commercial blueberry production.

Workplace Improvement

- Process improvements have been completed to track seminar attendance, computerize the department's publications inventory, and initiate conference registrations via e-mail.

Fiscal Stability

- Through the Cooperative Agreement with the University of California, County budget dollars for the Farm and Home Advisor department (\$597,793) leveraged an additional \$761,930 from USDA, \$2,434,436 from the University of California, and \$3,028,924 from outside funded contracts and grants. In addition, local volunteers for the department translated to 180 F.T.E. or \$6,001,432 of support. Overall, the County's contribution of about \$600,000 leveraged over \$3,000,000 in funding from USDA and the University of California, over \$3,000,000 in funding from outside sources, and \$6,000,000 in volunteer support.

2003-05 Objectives

Strategic Initiative – Kids

- 3,000 young people will participate annually in 4-H programs that provide non-formal educational experiences in agriculture, natural resources, and life skills acquisition.
- 500 families with children 3-5 years of age will be trained in school readiness topics.
- Youth-serving agencies in San Diego County have been interviewed through a UC Davis grant identifying needs for establishing a workshop series during 2003-2005. The workshop series will use a team of youth development professionals to provide young people with effective and educational programs that will build community assets for youth and families.
- In cooperation with the Veterinary Medicine School at UC Davis, the Grossmont Community College District and 4-H Youth Education Foundation, the Animal Ambassadors Science Education Outreach project will continue to deliver after-school programming to children throughout San Diego County.
- Build and sustain youth/adult leadership teams in 35 neighborhoods and communities.
- Collaborate with county health and human service providers (public and private) to teach nutrition education to at least 1,000 low-income families with children.
- Train at least 60 childcare providers and parent groups about safe food handling practices through "Don't Give Kids a Tummyache" workshops.
- Collaborate with county social service and educational organizations (public and private) to provide a 6-session family resource management program, "Making Every Dollar Count", to at least 200 limited-resource families.



- Build a “San Diego Saves” coalition to develop and implement a Countywide campaign to “promote saving, not debt” in order to help ensure future family financial security among middle and lower-income consumers.

Strategic Initiative – The Environment

- Through a \$300,000 grant received to work cooperatively with Resource Conservation Districts, National Resource Conservation Service, Department of Agriculture, Weights & Measures, and Regional Water Quality Control Board, advisors will continue to work with agricultural producers on best management options to minimize water quality problems.
- Cooperate with the Department of Planning and Land Use to evaluate the impacts of using reclaimed water for avocado production at an avocado grove in Ramona.
- Publish a brochure on costs of nontoxic versus traditional, copper-based boat bottom paints. Produce an English and Spanish language video documentary on economic and technical aspects of nontoxic boat bottom paints, disseminating the information in printed, electronic and Internet formats.
- Conduct five to ten seminars for boat owners and boating industry associations on the results of our demonstration of nontoxic boat bottom paints.

Strategic Initiative – Safe and Livable Communities

- Integrated Pest Management (IPM) training will remain relevant to issues affecting San Diego County (water quality, water use, health, environment) and will be an

IPM information and training resource for public agencies, schools, ornamental plant producers, and professional landscapers.

- Master Gardeners will plan and conduct five one-day gardening seminars and a Spring Home Gardening Seminar with approximately 700 people attending.
- Survey 500 county residents regarding safe food handling practices at home. Results will be used to increase usefulness of food safety education and outreach efforts.
- Work in cooperation with Department of Environmental Health to train leaders of at least 50 not-for-profit community organizations (i.e., Kiwanis, 4-H, etc.) about Food Safety for Volunteers; to promote safe food handling practices at events such as street fairs and fund-raisers that do not require participants to have food handler cards.
- Collaborate with the local restaurant association, grocers association, institutional food service providers, public health educators, nutritionists, and others to provide a Food Safety Update for Professionals on issues such as biotechnology, bio-security, and irradiation.

Changes from 2002-03 Adopted

Expenditure

- Salary and Benefit increases of \$77,000 are due to negotiated salary and benefit agreements.
- Services and Supplies decreased by \$44,000 primarily due a reduction in Information Technology and Telecommunications costs.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
University Cooperative Ext. Svcs. Received	\$2,670,814	\$2,434,436	\$2,434,436	\$2,434,436
County Cost Per Dollar Of Service Received	\$0.13	\$0.05	\$0.05	\$0.05
Clerical/ Field Service Support For Cooperative Agreement-Tech. Assistance To Ag. Industry, Support For Grant & Research Projects; Data Collection For Use Of New Technology (in staff years)	8.00	8.00	8.00	8.00
Cost Per Staff Year To Provide Support & Maintenance For UCCE Programs ¹	\$48,425	\$48,425	\$53,137	\$53,137
Newsletters/Publications/Communications Sent	535,600	600,000	600,000	600,000

¹ University of California Cooperative Extensions (UCCE)



Farm and Home Advisor

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Farm and Home Advisor	7.50	7.50	0.00	7.50	0.00
Total	7.50	7.50	0.00	7.50	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Farm and Home Advisor	\$ 590,362	\$ 618,155	4.71	\$ 642,839	3.99
Total	\$ 590,362	\$ 618,155	4.71	\$ 642,839	3.99

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 338,976	\$ 416,502	22.87	\$ 439,103	5.43
Services & Supplies	246,195	201,653	(18.09)	203,736	1.03
Management Reserves	5,191	—	(100.00)	—	(100.00)
Total	\$ 590,362	\$ 618,155	4.71	\$ 642,839	3.99

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
General Revenue Allocation	590,362	618,155	4.71	642,839	3.99
Total	\$ 590,362	\$ 618,155	4.71	\$ 642,839	3.99

Parks and Recreation



Department Description

The County Department of Parks and Recreation (DPR) operates nine camping parks, seven regional picnic parks, and 40,000 acres of parkland and open space, with approximately 100 miles of trails, two historic adobes, a restored stage station, and the Heritage Park Victorian village. Additionally, the department provides local park services to residents in the unincorporated areas of San Diego and operates three community recreation centers and two teen centers. Department staff maintain the grounds and equipment at all County Parks, making them safe, clean and aesthetically pleasing.

Mission Statement

To preserve regionally significant natural and cultural resources and to provide opportunities for high quality parks and recreation experiences.

2002-03 Accomplishments

Fiscal Stability

- Hired Land Use Environment Group (LUEG) grant program manager to seek and coordinate new grant opportunities
- Expended \$9.1 million on Capital Improvement projects and acquisitions.
- Maximized General Fund dollars by leveraging against grants as match funds. In Fiscal Year 2002-03 the Department was awarded \$4,140,390 in grant funds that were combined with County General Funds in four projects.
- Applied and received monies from the following grants: Nutrition Network Grant for \$69,415 from the State of California Department of Health Services; Habitat Conservation Fund Grant for a four-year Outdoor Adventure Program for \$99,175; applied for and received California Adolescent Nutrition and Fitness

Grant for \$15,000. Applied for an Arts Education Grant for \$59,900 from the National Endowment for the Arts.

- Worked with Auditor and Controller to develop procedures to reconcile General Revenue expenditures to trust fund reimbursements within 30 days.
- Increased revenue generation opportunities through leases and concessions. Opened a store at Heritage Park. Began feasibility study of instituting a concession at Agua Caliente Park and Lake Morena. Negotiated an increase in the lease agreement with San Diego County Office of Education for the Spring Valley Teen Center.

Crime Prevention

- Reduced illegal dumping and off-road vehicle activity in open space preserves through aggressive public education and interagency collaborations.
- Continued to offer teen center programs at two County-operated community centers in the unincorporated area.
- Served 26,017 youth who participated in multiple programs and 939 unduplicated youth in teen center programs.
- Expanded the Anti-Violence Association (youth-driven leadership program) into the community of Spring Valley. Created a Leadership Team consisting of Spring Valley Teen Center participants focusing on leadership



Parks and Recreation

development, and including peer pressure, youth violence prevention, cultural diversity and positive alternatives.

- Expanded the Volunteer Trail Program to the Ramona area targeting new open space acquisitions.
- Continued maintenance of Tijuana River Valley Regional Park ballfields. Expansion and improvement project are underway to complete the complex.
- Continued development and operation and maintenance of new sports fields in Fallbrook, Spring Valley, Jamul, Tijuana River Valley, Alpine, Julian, and Lakeside parks
- Completed construction of seven playgrounds; El Monte -four, Rainbow - two, Fallbrook two, and started construction on five additional playgrounds.

Environment

- Received \$6.2 million in grant dollars from the Wildlife Conservation Board (WCB) purchasing 1,635.41 acres.
- Expended the \$2.8 million General Revenue dollars and leveraged with grant funds for acquisition of new open space lands (2,303.26 acres pending completion of Derbas Phase III, Boulder Oaks, Ha Hanna, Dairy Mart, Tunstall, and Apollo acquisitions.)
- Provided over 35 public education programs on open space and Multiple Species Conservation Program (MSCP).
- Collaborated with community partners and the Nature Conservancy to protect and enhance the Santa Maria Creek and Ramona Grasslands.
- Continued to implement the Otay Valley Regional Park.
- Constructed and opened the Bird and Butterfly Garden and rehabilitated the new ranger station in the Tijuana River Valley Regional Park.
- Developed 96 community garden plots in the Tijuana River Valley Regional Park.

- Collaborated with community partners to receive \$1.9 million for open space acquisition in the Ramona area.
- Received three Coastal Conservancy acquisition grants totaling \$8.0 million one active restoration grant for \$ 700,000, two new plan development grants for \$1.0 million, and and one new acquisition grant for \$5.0 million.
- Managed four Habitat Conservation Fund acquisition grants totaling \$4.0 million, two new acquisition grants for \$300,000, and one new youth program grant for \$100,000.
- Administered two Environmental Enhancement Mitigation acquisition grants with the Back Country Land Trust totaling \$1.0 million.

Technology

- Improved reporting systems on Department of Parks and Recreation projects by providing multi-user database access and report revisions.
- Developed Content Management System to store and retrieve park construction plans and drawings.
- Began utilization of the Inventory module of Oracle financials.
- Finalized selection of new Internet camping reservation system.
- Trained 100% of staff on new email and payroll systems and online IT service requests to outsourcing partner.
- Began development of Geographic Information Source (GIS) section utilizing existing resources.
- Supported Department of Planning and Land Use (DPLU) efforts to launch MSCP portal website.

Regional Leadership

- Coordinated and staffed booths at over 30 outreach events
- Trained over 50 staff from other after school programs in San Diego County.



- Joined San Diego Visitors and Convention Bureau.
- All DPR staff received training on the General Management System.
- The Nutrition Network program grant funded training of 75 individuals including recreation leaders, volunteers, students, La Mesa Spring Valley School District teachers, and other community members that work with Spring Valley youth in physical fitness activities and in nutrition education curriculums.

Self Sufficiency

- Provided full-time and part-time child-care services to 230 children at Spring Valley and Fallbrook Community Centers.
- Recruited and trained a total of 34 teen mentors to provide support to at-risk youth. The teen mentors provided support at the Lakeside Recreation Club, the Critical Hours sites in both local middle schools, and at elementary schools.

Health and Wellness

- Worked with Health and Human Services Agency (HHSA) and other local parks departments to develop programs and publications addressing childhood obesity issues.
- Served over 20,800 lunches through senior lunch programs at Lakeside, Fallbrook, and Spring Valley Community Centers.
- Provided nutritional education and physical education training to all Lakeside Union School District faculty, Park Program Services staff, East County Boys and Girls Club program staff, and East County YMCA program staff.

Human Resources Modernization

- Utilized the department's website to recruit candidates to fill vacancies occurring throughout the year.

- Continued to provide management training for department's mid-level managers.
- Completed department administrative office remodel including Americans with Disability Act (ADA) compliant building and office entries and ergonomically correct modular furnishings.

2003-05 Objectives

Strategic Initiative – Kids

- Improve opportunities for children by identifying and applying for grants supporting programs for children.
- Utilize expertise of new LUEG Program Manager and grant search tools/programs to search out new grant opportunities.
- Train staff in grant-writing techniques.
- Improve facilities where teen programs are offered.
- Complete construction and begin operation of teen center in Lakeside.
- Build and operate a gym/teen center in Spring Valley. Funding has been secured. The construction of the facility is scheduled to go to bid in spring 2003 and be completed in June 2004.
- Offer classes and programs to teens that promote healthy lifestyles.
- Provide at-risk youth programs through collaboration between open space and recreation divisions in DPR.
- Provide environmental education programs to local schools and groups.
- Continue to offer nutrition and fitness classes, leadership development, counseling services, diversity training, homework assistance, tutoring, and field trips.
- Obtain funding to provide art, music, acting, and dance classes to Lakeside and Spring Valley Teen Centers.
- Implement indoor sport programs at the Spring Valley Gym/Teen Center.



- Provide recreational at-risk youth program support, expertise and advice, to San Pasqual Academy and Polinsky Children's Center as HHSA develops their own recreation staff and programs.
- Investigate feasibility of providing a "Before-School" daycare program at Fallbrook Community Center.
- Investigate the possibility of a limited-hour day care program at the Lakeside Community Center modeled after the program at the Spring Valley Community Center.
- Plan and construct new playgrounds in County parks and other facilities.
- Develop ball fields in County parks and other facilities to provide additional locations for children to participate in sports activities
- Complete youth center building, parking, and walkway improvements at Lindo Lake Park. Contract has been awarded and construction is planned to start in April 2003.
- Develop outdoor basketball court at Collier Park.
- Design an implementation plan for the expenditure of \$14.0 million of Proposition 40 funds that the department will receive over the next eight years. Development strategy is in progress.

Strategic Initiative – The Environment

- Utilize grant funding from the Habitat Conservation Fund (HCF) to implement camping, backpacking, surfing, mountain biking, kayaking, rock climbing, and outdoor education programs that target middle- and high school-aged youth.
- Continue to hold Community Service Projects to bring teens to select County parks to plant trees and perform park beautifications projects.
- Provide environmental education programs such as "Huck Finn Fishing" to youth from the two Teen Centers.

- Promote outreach events to advertise parks and recreation programs, and educate public on environmental and wildlife topics.
- Continue to support and promote MSCP Web Portal.
- Leverage \$7.8 million of General Revenues over three years for open space acquisitions.
- Coordinate with the Department of Planning and Land Use (DPLU) on MSCP plan development.

Strategic Initiative – Safe and Livable Communities

- Continue to provide classes and programs of interest to diverse community demographics and which promote healthy lifestyles in Spring Valley, Lakeside, and Fallbrook.
- Supply over 20,000 lunches to seniors at three community centers.
- Oversee the Community Action by Lakeside Youth (CALY), Lakeside Anti-Violence Association (LAVA) and mentoring/leadership programs in Spring Valley and Lakeside.
- Continue to offer Youth-at-Risk Programs at two teen centers by managing Critical Hours program at Lakeside Teen Center and coordinate programs at Spring Valley Teen Center.
- Promote Parks and Recreation Programs.
- Attend a minimum of 25 outreach events.
- Leverage promotional resources through expanded electronic and print medium usage.
- Participate in regional open space protection efforts.
- Expand Volunteer Trail Patrol program.
- Coordinate radio communications with San Diego Police Department at facilities jointly managed with the City of San Diego, including Otay Valley Regional Park, Los Penasquitos Canyon Preserve, and Mission Trails Regional Park.



- Broaden open space preserve and trail management awareness.
- Submit and receive Board of Supervisors' approval for Proposition 40 funding strategy.
- Manage and monitor Capital Improvement Projects - \$7.0 million projected during Fiscal Year 2003-04.

Changes from 2002-03 Adopted

Expenditure

A net decrease of \$4.2 million is proposed. The major changes are as follows

- \$2.1 million increase in Salary and Benefit costs resulting from negotiated labor agreements and the addition of two staff years.
- Decrease in overall operational Services and Supplies of \$1.2 million from reductions in software acquisitions, park promotions, and facility maintenance costs, and in Special Districts based on better definition of planned maintenance levels and projects.
- Reduction of \$5.2 million in Other Charges resulting largely from decreases in Park Land Dedication Ordinance (PLDO) fund contributions to other agencies to correctly budget only for planned PLDO funded projects.
- Fixed Assets replacement reductions of \$0.2 million, made possible by donated Global Electronic Motor (GEM) cars for staff and material transport within parks.

Revenue

A net decrease of \$4.2 million in budgeted revenues is proposed. The major changes are as follows:

- Revenue from Licenses, Permits & Franchises decreases by \$1.2 million due to reductions in budgeted PLDO fees to reflect anticipated new development fee levels.

- Revenue from Use of Money and Property budget is \$0.2 million below the previous year based on current and anticipated interest earnings.
- An increase in Charges for Current Services of \$0.4 million is budgeted based on new facility maintenance charges within County Service Area 128, Lamar Park, and County Service Area 26, Hilton Head Park.
- A \$0.2 million increase in Other Financing Sources results from Operational Transfers from the Road Fund to aid support and review of trails activities, and from newly created County Service Area 83A, for facility improvement projects.
- The use of Fund Balance as a funding source is proposed to decrease by \$4.2 million due to both Special District reductions in use of fund balance for planned projects and ongoing maintenance and a decrease in budgeted Park Land Dedication (PLDO) fund balance to correctly budget only for planned PLDO funded projects. Additional required funding will be requested only as projects are developed and approved.
- An increase in General Purpose Revenue (GPR) allocation of \$0.9M to support Parks and Recreation functions not fully funded by Department Program revenues.

Staffing

- Increase of 2.0 staff years and additional appropriations of \$0.2million are due to a transfer from the Department of Environmental Health for grant coordination, and from the Department of Public Works to support trails management functions.

Parks and Recreation



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Number of Park Land Acres owned	40,000	38,000	42,000	42,000
Number of Campsite Reservations processed	19,300	25,000	25,000	26,000
Number of Volunteers/Hours	400/100,000	400/96,000	400/100,000	400/100,000
Customer Satisfaction Survey	95%	95%	95%	95%
Number of Unduplicated Youth Diversion Participants	900	939	930	930
Number of Duplicated Participants, Youth Diversion Programs	30,000	26,017	30,000	30,000



Parks and Recreation

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Parks and Recreation	155.00	157.00	1.29	157.00	0.00
Park Special Districts	3.00	3.00	0.00	3.00	0.00
Total	158.00	160.00	1.27	160.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Parks and Recreation	\$ 16,347,925	\$ 17,369,173	6.25	\$ 17,868,624	2.88
Park Land Dedication	5,344,947	311,400	(94.17)	303,400	(2.57)
Park Special Districts	2,967,255	2,778,214	(6.37)	2,783,626	0.19
Total	\$ 24,660,127	\$ 20,458,787	(17.04)	\$ 20,955,650	2.43

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 9,944,988	\$ 12,040,100	21.07	\$ 12,462,932	3.51
Services & Supplies	7,872,516	6,633,611	(15.74)	6,665,642	0.48
Other Charges	5,823,149	657,602	(88.71)	881,602	34.06
Fixed Assets Equipment	524,474	323,474	(38.32)	373,474	15.46
Reserves	35,000	35,000	0.00	35,000	0.00
Operating Transfers Out	460,000	769,000	67.17	537,000	(30.17)
Total	\$ 24,660,127	\$ 20,458,787	(17.04)	\$ 20,955,650	2.43



Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	5,170,950	960,634	(81.42)	1,005,510	4.67
Taxes Current Property	710,866	710,866	0.00	710,866	0.00
Taxes Other Than Current Secured	4,640	4,640	0.00	4,640	0.00
Licenses Permits & Franchises	1,407,600	219,200	(84.43)	220,400	0.55
Revenue From Use of Money & Property	783,814	588,814	(24.88)	588,814	0.00
Intergovernmental Revenues	204,214	204,214	0.00	204,214	0.00
Charges For Current Services	4,187,120	4,538,429	8.39	4,589,765	1.13
Miscellaneous Revenues	9,000	—	(100.00)	—	(100.00)
Other Financing Sources	460,000	637,000	38.48	537,000	(15.70)
General Revenue Allocation	11,721,923	12,594,990	7.45	13,094,441	3.97
Total	\$ 24,660,127	\$ 20,458,787	(17.04)	\$ 20,955,650	2.43

Planning and Land Use



Department Description

The Department of Planning and Land Use provides land use and environmental review, maintains a comprehensive general plan and zoning ordinance, issues land use and building permits, and enforces building and zoning regulations. It is also responsible for long-range planning through development and implementation of a comprehensive General Plan. Community outreach is achieved through partnerships with local Community Planning and Sponsor Groups.

Mission Statement

Maintain and protect public health, safety and well being. Preserve and enhance the quality of life for County residents by maintaining a comprehensive general plan and zoning ordinance, implementing habitat conservation programs, ensuring regulatory conformance and performing comprehensive community outreach.

2002-03 Accomplishments

Fiscal Stability

- Reduced deficit deposits by 14%, from \$237,774 to \$203,972, since July 2002 (Goal was 5%).
- Reduced aged deposits by 29%, from 248 customers' accounts to 175, since July 2002 (Goal was 5%).
- Obtained Federal grant funding for the North County Multiple Species Conservation Program (MSCP) Subarea Plan, San Diego County Mammal Atlas and preliminary planning activities for the East County Subarea Plan in the amount of \$663,000.
- Managed expenditures and revenues by preparing monthly financial reports for managers.
- Prepared quarterly billings within thirty days of the end of the quarter for the following programs: MSCP Implementation and Planning and other activities, Abandoned Vehicle Abatement and Noise Program.

Health and Wellness

- Continued work on the draft land use distribution map that shows areas of future population growth. This population information will allow school districts to plan facility locations based on population growth.
- Enhance future recreational opportunities for school-age children through General Plan standards.

Crime Prevention

- Processed discretionary permits related to Boys and Girls Club Skate Park in Borrego Springs, Oakbridge Campground in Ramona and Sweetwater Regional Park expansion.
- Continued work on the draft land use distribution map that shows areas of future population growth. Having population information allows fire and law enforcement agencies to plan facility locations based on population growth.
- Participated in several environmental education events through the MSCP Outreach Committee, including preserve cleanups and field trips.

Environment

- Continued to work with various community and industry groups to finalize plans for accommodating population growth while protecting natural resources and the environment.



Planning and Land Use

- Began drafting Land Use Goals that will include protecting lands needed for preservation of natural and cultural resources, and managed production of resources.
- Completed Watershed Urban Runoff Management Plans for Santa Margarita and Tijuana Rivers. Key participants in preparation of Plans for San Luis Rey, Carlsbad, San Dieguito, Penaquitos, San Diego Rivers and San Diego Bay. Prepared planning section for annual report for Jurisdictional Urban Runoff Management Plan.
- Developed new process that allows project applicants a clear, quick and inexpensive way to have disagreements resolved.
- Developed new streamlined process for projects having previously completed California Environmental Quality Act (CEQA) documents.
- Obtained Federal grant funding for the Ramona Vernal Pool Study in the amount of \$50,000.
- Participated in the Natural Communities Conservation Program (NCCP) "5-County Funding Group" trips to Washington D.C. in April and May.
- Actively participated in the Inter-jurisdictional Coordinating and Habitat Management Technical Committees.
- Debuted the new MSCP Portal website.
- Completed Independent Science Advisor Report and draft proposal to support filing of an amendment to MSCP to obtain coverage for the Quino checkerspot butterfly.

Self-Sufficiency

- Continued High School Outreach Program for at risk students. One student was hired from Lincoln High School.

Technology

- Completed Phase I (discovery) of a Document Management System.
- Completed development of the Kiva Cashiering. Implementation awaiting rollout of the Projects and Grants component of the Enterprise Resource Planning (ERP) systems.
- Completed Phase I (discovery) of the Kiva Discretionary Permitting Systems.

Human Resources Modernization

- Provided input as necessary to the development of the time and labor system within the ERP.
- Determined roles and responsibilities under the new ERP to ensure training prior to implementation.

Workplace Improvement

- Participated on development of the Internal Agreement and Developer Deposit Solutions for ERP Implementation.
- Established an employee/management Quality First Committee to develop and monitor goals of the program.
- Prepared and distributed quarterly Quality First Report Cards to all staff.

Regional Leadership

- Expanded plan review services in the San Marcos satellite office to include all single-family dwellings regardless of size.
- Implemented a "Streamlined Appointment" program that enables knowledgeable customers who have complete plans and permit applications to drop-off plans for review using an expedited intake process. This reduces time our customers must spend in Planning offices by one hour per project.



- Set new standard for damage assessment after the Pines Fire. Planning and Land Use sent teams consisting of Fire Marshals, Building Inspectors, and Geographic Information Systems Analysts to the incident to begin damage assessment while the fire was still burning. The Damage Assessment Report was completed as soon as the California Department of Forestry closed the Incident Command Center. The timely creation of the Damage Assessment Report was essential to obtaining State and Federal relief funding, assisted victims with processing insurance claims and provided essential data for use by numerous government agencies to assist with their relief and rebuilding efforts.
- The expedited Damage Assessment Process also enabled Planning and Land Use to secure reimbursement for costs incurred of over \$100,000 in staff time and materials, within a few weeks.
- Completed first year interim report for Fire Management Plan/Area Specific directives for San Vicente Highlands Preserve,

2003-05 Objectives

Strategic Initiative – Kids

- Continue High School Outreach Program for at-risk students. Students hired during the summer months are mentored by department employees. The goal is to encourage continued education.
- Continue to reduce time required to process discretionary permit applications for daycare, private recreation, and private school facilities.
- Seek environmental education opportunities in after school programs through continued coordination with the County Office of Education.

Strategic Initiative – The Environment

- Continue formal disagreement resolution/internal escalation process for discretionary permit processing. This will ensure that customers have a clear and quick access route for disagreement resolution.
- Continue discretionary permit “dialog” process for customers with a goal to reduce project timelines. Increasing dialog with our customers and resolving major issues early in the process should reduce overall processing time.
- Complete draft plan for North County Multiple Species Conservation Program (MSCP) Subarea Plan.
- Complete and present 2003 MSCP Annual Report to the Board of Supervisors and the public.
- Continue to advocate for the County’s share of State and Federal funding for MSCP monitoring and management activities.
- Continue the General Plan 2020 update which has as one of its goals the protection of natural resources and habitat.
- Continue planning and implementation of the Watershed Management Plans and Watershed Urban Runoff Management Programs.
- Continue working with various agencies to protect natural resources such as wetlands, habitat, groundwater, water quality and quantity.

Strategic Initiative – Safe and Livable Communities

- Establish Policy and Stakeholder Committees for the Otay River Watershed and Otay River Special Area Management Plan.
- Conduct “Green” watershed education/training program.
- Continue working with incorporated cities, Riverside County and the San Diego Unified Port District to control waste discharge in urban runoff areas.



Planning and Land Use

- As part of the General Plan 2020, work toward a circulation network that is balanced with population distribution.
- Conduct Watershed Planning activities to improve awareness of the importance of clean water for the health of all citizens.
- Enhance or preserve community character and aesthetics as part of the General Plan 2020 and the Zoning Ordinance update.
- Implement enhancements to the Q-Matic System to enable customers to be processed at several counters at once. This will reduce the overall time customers spend in filing applications.
- Create a customer outreach program related to the County Stormwater Program. This will consist of free educational seminars for customers, an enhanced web site, and additional stormwater training for Building Division staff.

Changes from 2002-03 Adopted

Expenditure

- Expenditures are increasing by \$.6 million from the Fiscal Year 2002-03 Adopted Operational Plan. Salary and Benefit costs increased due to negotiated labor

contracts and the addition of 4 staff years. Services and Supplies decreased due to one time only consultant costs, resulting in an overall expenditure increase of 2.68%.

Revenue

- Revenues increase slightly, 2.68% from Fiscal Year 2002-03 Adopted Operational Plan. This includes increases in building construction permit, discretionary permit processing, and plan check and field inspection revenue required to offset contractual increases in negotiated salaries and benefits.

Staffing

- Five positions are added to the Building Division to improve customer service delivery, 3.0 Building Inspectors, 1.0 Intermediate Clerk Typist, and 1.0 Land Use Technician. All positions are 100% offset by program revenues. One Environmental Management Specialist I position was transferred to the Department of Public Works for environmental review.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Customer Satisfaction Rating (% Good or Very Good)	90%	90%	90%	90%
Internal Overhead Rate %	15%	13.5%	14%	14%
Number of Completed Building Inspections	45,000	54,748	55,000	55,000
% of Completed Building Inspections (next scheduled day)	100%	100%	100%	100%
% Met 10 day turnaround for Residential Plan Checks		New measure	75%	75%
Zoning Counter Wait Time (in minutes)	15	15	15	15



Planning and Land Use

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Support Services	11.00	19.00	72.73	19.00	0.00
Advance Planning	7.00	—	(100.00)	—	(100.00)
Current Planning	40.00	47.00	17.50	47.00	0.00
Resource Planning	31.00	27.00	(12.90)	27.00	0.00
Multi-Species Conservation	14.00	8.00	(42.86)	8.00	0.00
Building	73.00	79.00	8.22	79.00	0.00
Codes Enforcement	21.00	22.00	4.76	22.00	0.00
General Plan 2020	18.00	17.00	(5.56)	17.00	0.00
Total	215.00	219.00	1.86	219.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Support Services	\$ 1,514,457	\$ 2,442,092	61.25	\$ 2,413,926	(1.15)
Advance Planning	904,277	—	(100.00)	—	(100.00)
Current Planning	3,164,528	4,470,509	41.27	4,612,409	3.17
Resource Planning	2,800,962	2,716,189	(3.03)	2,852,000	5.00
Multi-Species Conservation	3,551,705	1,768,086	(50.22)	1,167,162	(33.99)
Building	6,512,142	8,197,941	25.89	8,013,828	(2.25)
Codes Enforcement	1,482,668	1,888,867	27.40	1,991,534	5.44
General Plan 2020	3,051,462	2,115,563	(30.67)	1,769,071	(16.38)
Total	\$ 22,982,201	\$ 23,599,247	2.68	\$ 22,819,930	(3.30)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 14,329,947	\$ 17,727,506	23.71	\$ 18,610,304	4.98
Services & Supplies	8,598,254	5,871,741	(31.71)	4,209,626	(28.31)
Fixed Assets Equipment	54,000	—	(100.00)	—	(100.00)
Total	\$ 22,982,201	\$ 23,599,247	2.68	\$ 22,819,930	(3.30)

**Budget by Categories of Revenues**

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Reserve/Designation Decreases	\$ 162,000	\$ 317,000	95.68	\$ —	(100.00)
Fund Balance	4,423,110	2,550,839	(42.33)	2,053,137	(19.51)
Licenses Permits & Franchises	5,869,040	6,899,294	17.55	7,593,332	10.06
Fines, Forfeitures & Penalties	44,770	250,000	458.41	302,714	21.09
Intergovernmental Revenues	1,954,351	1,235,000	(36.81)	683,954	(44.62)
Charges For Current Services	4,624,493	6,100,132	31.91	6,319,090	3.59
Other Financing Sources	—	320,000	(100.00)	—	(100.00)
General Revenue Allocation	5,904,437	5,926,982	0.38	5,867,703	(1.00)
Total	\$ 22,982,201	\$ 23,599,247	2.68	\$ 22,819,930	(3.30)



Public Works



Department Description

The Department of Public Works (DPW) is responsible for: maintenance and improvement of County maintained roads; traffic engineering; land development engineering and review; construction inspection and materials testing; design engineering and construction project management; surveying and map processing; mapping and cartographic services; watershed quality and flood protection activities; environmental support; airport operations, maintenance, and lease management; transportation studies; rural transit bus operations; recycling and solid waste planning; inactive landfill maintenance and engineering; and wastewater operations and maintenance services.

Mission Statement

Preserve and enhance public safety and quality of life through reliable, cost effective infrastructure. Foster partnerships that strengthen relationships with communities and industry. Provide quality and responsive service through highly motivated, professional, and knowledgeable staff in a safe and fair work environment. Continually improve quality of service through optimal resource management.

2002-03 Accomplishments

Environment

- Greatly improved stormwater quality:
 - Removed 24,000 cubic yards of debris from roads/drainage channels (32% more than previous year's all-time high).
 - Implemented substantive pollution prevention plans at all DPW facilities; achieved zero violations in four regulatory inspections.
 - Assured full stormwater compliance for two dozen DPW capital construction projects and over 200 permitted grading sites.
- Completed first-ever Geographic Information Source (GIS) formatted inventory of drainage and wastewater facilities.
- Simplified new development construction requirements through shortening duration of rainy season requirements and use of flat pads as desiltation basins.
- Achieved consensus with stormwater permit copermittees for new construction stormwater requirements.
- Constructed two drainage channel expansions using vegetated channels.
- Successfully consolidated Watershed Protection/Stormwater Program into DPW from Department of Environmental Health (DEH), enhancing program efficiency and effectiveness.
- Completed Stormwater Program Funding Alternatives report which identified a variety of program funding mechanisms.
- Initiated Watershed Master Plans for Tijuana River Basin and Santa Margarita Watershed.
- Completed first-ever GIS-formatted Community Trails Plans.



- Supported Department of Planning and Land Use's (DPLU), General Plan (GP) 2020 efforts with transportation planning assistance.
 - Improved County's 2001 solid waste diversion from landfills to 47% compared to 44% in 2000 through improved reporting accuracy and effective recycling programs. The 2001 numbers are not finalized by the State until February 2003. Review efforts by DPW made during 2002-03 positively impacted the 2001 numbers.
 - Provided emergency response to help protect environment during Pines Fire.
 - Assisted non-profit group in opening of new Jacumba recycling center.
 - Supported Health & Human Services Agency (HHSA) by quickly remediating an old solid waste burn site and clean closing an old landfill at San Pasqual Academy.
 - Resurfaced over 150 miles of County roads and repaired 100% of reported potholes by next working day.
 - Performed land development map/plan checks in less than ten calendar days (median) for fifth consecutive year.
 - Recorded 80 new subdivision maps with 1,878 new lots created, up 63% from prior year.
 - Maintenance improvements for wastewater system serving over 32,000 customers resulted in one of lowest sewage spill rates in the County.
 - Streamlined and overhauled Grading, Clearing, and Watercourse ordinances – first complete update in over 25 years.
 - Divested County's ownership of Oceanside and Escondido transit centers to North County Transit District.
 - Executed a \$1.4 million cooperative agreement with Barona Band of Mission Indians for road improvements to mitigate casino traffic impact.
 - Obtained grants to accomplish capital infrastructure improvements including \$3.5 million for Ramona Air Traffic Control Tower and Runway Extension, \$1.9 million for Palomar Runway/Taxiway improvements, and \$270,000 for energy efficient traffic signal lighting and battery backup systems.
 - Initiated conversion of County streetlights from low-pressure sodium to high-pressure sodium, resulting in 2-year payback and \$168,000 annual savings.
 - Streamlined Flood Control District Advisory Committee meetings to reduce staff support costs by \$30,000 per year.
 - Do It Better By Suggestion (DIBBS) ideas initiated by DPW employees were approved for over \$200,000 in tangible savings.
- ### Fiscal Stability
- Supported and participated in County's Enterprise Resource Planning (ERP) system development and implementation.
- ### Human Resources Modernization
- Prepared individual training plans for all employees and completed 100% of planned training.
 - Completed department-wide diversity refresher training.
 - Completed department-wide ethical and legal standards refresher training.
 - Completed General Management System (GMS)/Strategic Plan training for manager and general staff.
- ### Workplace Improvement
- Implemented 2002-03 workplace improvement goals.
 - Conducted 52 work site self-inspections and implemented all identified safety improvements.



2003-05 Objectives

Strategic Initiative – Kids

- Enhance safety in neighborhoods through sidewalk, bicycle lane and pathway projects, including El Capitan Bicycle Path in Lakeside.
- Expand recycling education and programs in schools.
- Support the school safety program in cooperation with California Highway Patrol.
- Help schools in the unincorporated area to encourage safe walking behaviors through suggested route-to-school plans.
- Continue school outreach program at County Airports.

Strategic Initiative – The Environment

- Continue to improve watershed protection and stormwater quality.
- Continue systematic culverts, drainage channel, and road cleaning program to keep debris out of rivers, bays, and the ocean.
- Complete reconstruction of Julian Wastewater Treatment Plant.
- Complete five-year update of Countywide Integrated Waste Management Plan.
- Initiate formal closure of San Marcos Landfill.
- Assist other County departments to comply with Municipal Stormwater Permit requirements.
- Support DPLU in General Plan 2020 development.
- Support Department of Parks and Recreation with environmental planning for its projects.

Strategic Initiative – Safe and Livable Communities

- Initiate construction of improvements on Gird Road Bridge, Valley Center Road, Viejas Bridge, Riverside Drive Road, Stage Coach Lane, and Los Coches Road.
- Complete the new Ramona Airport Air Traffic Control Tower.

- Complete the taxiway reconstruction at Palomar Airport.
- Develop and implement infrastructure maintenance projects including road resurfacing, culvert replacements and sidewalk repair.
- Work with communities to develop traffic calming measures, where feasible.
- Continue to work with other agencies and jurisdictions to identify funding for capital improvements communities need to relieve congestion and enhance safety.
- Work with the Department of Housing and Community Development to implement Community Development Block Grant (CDBG) projects.

Changes from 2002-03 Adopted

Expenditure

- Changes are the result of the transfer of the Watershed Protection/Stormwater Program from the Department of Environmental Health and increases in budget for projects. Expenditures are increasing \$14.3 million. \$8.5 million increase in Salary and Benefits due primarily to negotiated labor contracts and the net addition of ten staff years; \$15.1 million increase in Services and Supplies resulting from an increase in projects of \$19.1 million and a reduction in other Services and Supplies of \$4.0 million; \$3.7 million decrease in Other Charges - Right of Way acquisition related to TransNet Projects moved to Fiscal Year 2003-04; \$8.7 million decrease in Capital Project/Land Acquisition due to the normal fluctuation in the volume of capital projects; \$0.3 million decrease in Fixed Assets due to fewer fixed asset requests; \$0.2 million decrease in Reserves; Increase of \$1.5 million in Reserve/Designation Increase; and \$1.1 million increase in Operating Transfers out.
- Significant Program changes are:



Public Works

- Transportation: Decreasing \$0.7 million – Negotiated Salary and Benefit increases of \$1.3 million offset by \$2.0 million decrease in Services and Supplies.
 - Land Development: Increase of \$1.7 million reflects negotiated labor contracts and transfer of eight staff years from Engineering Services and one staff year to the Department of Parks and Recreation.
 - Engineering Services: Increasing \$16.0 million - \$0.6 million in Salary and Benefits that reflects including the transfer of eight staff years to Land Development; \$19.1 million increase in Detail Work Program projects; \$0.4 million decrease in Services and Supplies; and \$3.2 million decrease in Right of Way acquisition.
 - Management Services: Increasing \$0.2 million due to \$0.7 million increase in negotiated Salary and Benefits and \$0.6 million decrease in Services and Supplies due to A87 and Public Liability Insurance reductions.
 - General Fund: Increasing \$2.1 million due to the transfer of the Watershed Protection/Stormwater Program from the Department of Environmental Health.
 - Solid Waste: Increasing \$2.0 million - Negotiated Salary and Benefit increase of \$0.6 million; \$0.9 million increase in Services and Supplies; and \$0.6 million increase in Operating Transfer Out for purchase of properties.
 - Airports: Decreasing \$6.4 million – Negotiated Salary and Benefit increase of \$0.2 million; \$4.1 million decrease in Services and Supplies; \$2.4 million decrease in Capital Projects; and \$0.2 million decrease in Contingency Reserves.
 - Wastewater Management: Increasing \$0.2 million – Negotiated labor costs of \$0.5 million; \$0.3 million decrease in Services and Supplies.
 - Sanitation Districts: Decreasing \$1.0 million - \$1.8 million increase in Services and Supplies related to maintenance projects; \$5.8 million reduction in Capital Projects; and \$3.0 million increase in Reserve/Designation Increase.
 - County Service Areas: Increasing \$2.7 million - \$2.9 million increase in Services and Supplies related to maintenance projects; \$0.1 million increase in note redemption; \$0.3 million decrease in Reserve/Designation Increase.
 - Flood Control District: Decreasing \$0.7 million related to projects.
 - Equipment ISF: Decreasing \$1.8 million in equipment purchases and operating costs.
- ### Revenue
- Revenues are adjusted to reflect currently funded projects, anticipated revenue from others, and available fund balance for one-time operational needs. General Fund allocation is increasing due to transfer of the Watershed Protection/Stormwater Program from the Department of Environmental Health. Significant revenue changes are:
 - \$7.8 million increase in TransNet funding for detail Work Program projects.
 - \$2.9 million decrease in Revenue from Use of Money to reflect reduction in interest earnings.
 - \$5.3 million decrease in Intergovernmental Revenue for projects (\$4.5 million increase Federal Highways; \$4.9 million decrease in State Aid; \$6.1 million decrease in Section 2182 Gas Tax; and \$1.2 million increase in Gas Tax.)
 - \$12.2 million increase in Charges for Current Services due to changes in projects.
 - \$1.2 million increase in miscellaneous revenue from various sources.
 - \$0.6 million decrease in Other Funding Source related to long-term debt.



- \$1.9 million increase in Reserve/Designation Decreases in Sanitation Districts.
- \$1.5 million decrease in Fund Balance for projects.

Staffing

Net increase of ten staff years. Positions deleted, discussed below, were considered non-essential and their deletion should have minimal impact on the service level provided by the department.

- Road Fund – Decreasing thirteen staff years
 - Transportation decreasing fourteen staff years due to net transfer of nine staff years to Management Services and the deletion of five staff years.
 - Land Development increasing eight staff years due to transfer of nine staff years from Engineering Services, transfer of one staff year to Parks and Recreation, transfer of one staff year from the Department of Planning and Land Use, transfer of one staff year from Management Services, transfer of one staff year to Solid Waste and deletion of one staff year.
- Engineering Services decreasing eight staff years due to transfer of nine staff years to Land Development, two transfers from Management Services and the deletion of one staff year.
- Management Services increasing one staff year: increase due to net transfer of nine staff years from Transportation, transfer of two staff years to Engineering Services, transfer of one staff year to Land Development, and the transfer of two staff years to General Fund, transfer of one staff year to Solid Waste and deletion of two staff years.
- General Fund - Increasing 24 staff years as a result of transferring 24 staff years from the Department of Environmental Health, transfer of two staff years from Management Services and deletion of two staff years.
- Airports – Deleting two staff years.
- Solid Waste Management Program – Increasing one staff year due to the transfer of one staff year from Management Services, transfer of one staff year from Land Development and deletion of one staff year.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
DPW Roads/Drainage Wastes Removal (Cubic Yards)	15,000	24,000	15,000	15,000
Grant Submittals	20	45	20	20
Permanent Employees with Personal Development Plans	100%	100%	100%	100%
Work Space Improvements (# Employees) ¹	20	23	N/A	N/A
County Roads Resurfaced (Miles)	160	160	160	160
Award construction contracts that support safe and livable communities ¹	N/A	N/A	12	12

¹ Performance Measures have been revised for 2003-05 to better represent the County's three Strategic Initiatives.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Transportation Program	225.00	211.00	(6.22)	211.00	0.00
Land Development Program	102.00	110.00	7.84	110.00	0.00
Engineering Services Program	80.00	72.00	(10.00)	72.00	0.00
Solid Waste Management Program	17.00	18.00	5.88	18.00	0.00
Management Services Program	43.00	44.00	2.33	44.00	0.00
General Fund Activities Program	—	24.00	(100.00)	24.00	0.00
Airports Program	32.00	30.00	(6.25)	30.00	0.00
Wastewater Management Program	39.00	39.00	0.00	39.00	0.00
Total	538.00	548.00	1.86	548.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Transportation Program	\$ 26,962,143	\$ 26,217,809	(2.76)	\$ 27,111,424	3.41
Land Development Program	12,098,079	13,846,091	14.45	14,943,786	7.93
Engineering Services Program	46,509,152	62,539,680	34.47	62,533,703	(0.01)
Solid Waste Management Program	13,116,506	15,067,802	14.88	12,938,991	(14.13)
Management Services Program	8,156,420	8,360,676	2.50	8,421,669	0.73
General Fund Activities Program	3,675,951	5,790,376	57.52	5,791,155	0.01
Airports Program	24,994,379	18,572,944	(25.69)	8,783,887	(52.71)
Wastewater Management Program	4,964,822	5,135,358	3.43	5,269,104	2.60
Sanitation Districts	27,111,729	24,891,048	(8.19)	30,231,800	21.46
Flood Control	6,981,554	6,239,426	(10.63)	5,927,426	(5.00)
County Service Areas	6,337,150	9,047,775	42.77	9,032,372	(0.17)
Equipment ISF Program	9,509,071	7,843,835	(17.51)	6,911,952	(11.88)
Total	\$ 190,416,956	\$ 203,552,820	6.90	\$ 197,897,269	(2.78)



Public Works

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 39,288,169	\$ 47,750,643	21.54	\$ 50,422,231	5.59
Services & Supplies	110,408,422	125,454,868	13.63	118,664,822	(5.41)
Other Charges	14,534,109	10,813,946	(25.60)	16,099,934	48.88
Capital Projects/Land Acquisition	19,872,046	11,205,367	(43.61)	5,478,000	(51.11)
Fixed Assets Equipment	3,873,736	3,575,123	(7.71)	2,404,522	(32.74)
Reserves	250,000	—	(100.00)	—	(100.00)
Reserve/Designation Increase	1,071,355	2,513,652	134.62	3,752,604	49.29
Operating Transfers Out	1,119,119	2,239,221	100.09	1,075,156	(51.99)
Total	\$ 190,416,956	\$ 203,552,820	6.90	\$ 197,897,269	(2.78)

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Reserve/Designation Decreases	\$ 4,475,910	\$ 4,926,364	10.06	\$ 3,030,295	(38.49)
Fund Balance	20,694,927	19,416,483	(6.18)	22,130,752	13.98
Taxes Current Property	3,399,418	3,965,869	16.66	3,965,869	0.00
Taxes Other Than Current Secured	22,537,047	30,295,950	34.43	39,665,700	30.93
Licenses Permits & Franchises	53,100	89,500	68.55	89,500	0.00
Fines, Forfeitures & Penalties	100	—	(100.00)	—	(100.00)
Revenue From Use of Money & Property	16,766,911	13,862,618	(17.32)	14,051,495	1.36
Intergovernmental Revenues	68,050,830	62,789,395	(7.73)	53,897,929	(14.16)
Charges For Current Services	36,532,537	48,724,418	33.37	43,544,432	(10.63)
Miscellaneous Revenues	14,189,408	15,366,911	8.30	13,620,050	(11.37)
Other Financing Sources	2,157,930	1,570,259	(27.23)	1,356,194	(13.63)
General Revenue Allocation	1,558,838	2,545,053	63.27	2,545,053	0.00
Total	\$ 190,416,956	\$ 203,552,820	6.90	\$ 197,897,269	(2.78)

Community Services Group

Community Services Group

.....
**Community Services Group Summary &
Executive Office**
.....

Animal Services
.....

County Library
.....

General Services
.....

Housing & Community Development
.....

Purchasing and Contracting
.....

San Diego County Redevelopment Agency
.....

Registrar of Voters
.....

Community Services Group Summary & Executive Office



Group Description

The Community Services Group provides policy, fiscal oversight, and management direction for six departments and the County Redevelopment Agency. Four departments focus primarily on the provision of direct services to County residents. These are the departments of Animal Services, Housing and Community Development, the County Library system, and the Registrar of Voters. Two departments, General Services and Purchasing and Contracting, provide all County departments with facilities management, major maintenance, capital improvement planning, utilities, fleet management, document management, procurement, contracting, and other administrative support services. County Redevelopment Agency projects encompass 1,275 acres in the eastern portion of the County.

Mission Statement

To provide cost effective and responsive services to our customers—the public and County departments. These services are provided with an emphasis on customer satisfaction, quality, and value.

2002-03 Accomplishments

Environment

- Invested \$2 million in photovoltaic panels for installation on County facilities to maintain reliability of electric service and supplement electrical energy available to the grid at peak usage.
- Completed the acquisition of 871 acres of land for the preservation of open space in support of the Multiple Species Conservation Program (MSCP).
- Identified short-term opportunities to fund low- and moderate-income housing in the Lakeside area as required by State redevelopment law.

Self Sufficiency

- Expanded library service access in the County Library system by increasing open hours by 10% over two years (2001-02 through 2002-03).
- Expanded Books-By-Mail program for availability of library resources to 428 customers, a 67% increase.
- Constructed and opened for operation three new libraries in Cardiff-By-The-Sea, Spring Valley, and Valley Center.
- Renovated and remodeled El Cajon, Fletcher Hills, Imperial Beach, and Lakeside branch libraries to comply with the Americans With Disabilities Act and provide improved customer service.
- Provided rental assistance to approximately 10,650 families per month.
- Preserved, rehabilitated, or developed 917 housing units for low- and moderate-income persons through the County's Rehabilitation, Homeownership, Mobile Home, Density Bonus, and Acquisition/Rehabilitation programs.



- Provided 151,091 service enhanced bed nights for special need populations, including homeless persons and persons with HIV/AIDS.

Technology

- Reviewed and evaluated library automation systems to replace current vendor software.
- Developed a strategy, issued a Request for Proposals, and selected a new Direct Record Electronic Voting System to be implemented for the March 2004 Presidential Primary Election.
- Expanded and refined on-line auction capabilities utilizing eBay to provide excellent values in used property for the citizens of San Diego County and expanded the number of items available on-line.
- Conducted two reverse auctions using e-commerce technology to drive down prices.
- Received Achievement in Excellence in Procurement award from the American Purchasing Institute and the California Association of Public Purchasing Officials for the second time in recognition of our business processes and technology enhancements.
- Accepted acknowledgement from the San Diego County Disabled Veterans Association for Purchasing & Contracting's support of providing opportunities for contracts and purchases from the County.
- Outsourced Central Stores with "Just-In-Time" programs providing considerable cost savings of approximately \$575,000 annually for County departments for paper and food products.
- Replaced the Department of Animal Services existing call center system with a state of the art, Natural Language Interactive Voice Recognition System to reduce overall call wait times and increase the number of callers served.

- Redesigned the Department of Animal Services website, adding several new features, including specific information on animal care and behavior to assist families who have recently adopted shelter animals.

Workplace Improvement

- Secured funding and completed the project design for the new \$6.6 million North County Animal Shelter in Carlsbad.
- Continued County's commitment to maintaining its capital assets by investing a minimum of \$11 million per year.

Fiscal Stability

- Submitted application for State Proposition 41 monies and obtained an allocation of nearly \$17 million to help fund the acquisition of a new voting system.
- Entered into a Ground Lease Agreement with Ryan Companies, USA for the construction of a Hartford Service Center on eight acres of surplus land south of the San Diego River in Santee. Lease produces \$204,000 annual revenue to support Edgemoor Skilled Nursing Facility Construction Fund.
- Procured reliable energy service at the lowest cost by executing direct access service for 20 electricity accounts with an anticipated savings of \$869,000 over the 17-month life of the agreement.
- Increased Community Dollar-For-Dollar Matching Funds Program by \$100,000 to \$350,000; program completed and funds received by March 31, 2003.
- Outsourced Central Stores resulting in freeing up valuable warehouse space and reducing staffing requirements allowing better utilization of these resources with approximate annual savings of \$5,197,700.



Regional Leadership

- Provided support to the San Diego Hate Crimes Coalition.
- Obtained “high performer” designation in the Public Housing program and the Housing Choice Voucher, which may result in increased future allocations for rental assistance programs.
- Successfully conducted the November 5, 2002 Gubernatorial General Election which included consolidated elections for 17 cities, 47 school districts, and 74 special districts.
- Exerted strong regional influence and leadership in using modern procurement techniques and strategies by encouraging maximum membership, attendance, and participation in the California Association of Public Purchasing Officers (CAPPO).
- Established and executed a joint agreement with the San Diego Humane Society and SPCA for the collaborative operation of the shared San Diego Campus for Animal Care.
- Increased the rate of shelter animals adopted to new families or reunited with owners to 64%, a seven point increase over the 57% achieved in FY 2001-02 and the highest “save rate” in County history.
- Effectively eliminated the euthanasia of any healthy, well-socialized animals.
- Provided, through READ/SD, literacy services throughout San Diego County Library service area to 307 new learners.

Continuous Improvement

- Provided on-going, professional-level training on animal behavior assessment to all animal care staff to improve the placement and retention of animals into new, adoptive homes.

- Exceeded by 70% last year’s record number of owned animals sterilized through Animal Services’ enhanced spay-neuter rebate coupon program, with nearly 4,500 families financially assisted in spaying or neutering their pets.
- Assured management of the County’s travel program by implementing a streamlined cost savings initiative with the travel agency to provide better response time at lower costs.
- Successfully implemented, for the first time, new Federal requirements, in compliance with Section 203 of the Voting Right’s Act, by providing voting materials and language assistance to Filipino voters in San Diego County.

2003-05 Objectives

Strategic Initiative – Kids

- Continue to sponsor the Student Poll Worker Program for high school seniors.
- Continue to make polling booths and mock voting materials available for local school programs.
- In conjunction with the Health and Human Services Agency’s Child Protective Services, include a training component for all Animal Services’ patrol officers in the identification and reporting of potential child neglect or abuse while investigating reports of animal cruelty.
- Promote a nurturing environment for community youth by assisting families secure safe, decent, and affordable housing. Provide housing assistance subsidy to approximately 10,650 households.
- Collaborate with ten County and community agencies to plan and develop a Countywide Emergent Literacy Initiative for youth and adults.



- Increase joint programming with other agencies to promote and nurture reading and learning to children and their caregivers in ten different locations in the County library service area.
- Use Mobile Libraries to provide new programming at three locations serving youth in the dependency program.
- Assist in the funding of a minimum of 24 public facilities that benefit children, including youth centers, sidewalks, parks, community centers, and health centers.
- Facilitate Riverway Trail construction to provide recreational amenity for youth and the community.

Strategic Initiative – The Environment

- Provide affordable housing opportunities for a minimum of 100 mobile home park residents in conjunction with approved redevelopment project areas.
- Implement Storm Water Management Plan.
- Acquire lands for open space preservation in support of Multiple Species Conservation Programs (MSCP).
- Develop the Ramona Intergenerational Community Campus master plan.
- Continue to conduct energy audits and provide customer departments with recommendations for energy management investments.
- Complete installation of \$1 million of energy demand management projects.
- Identify \$2.5 million funding for additional photovoltaic and energy demand management projects.
- Plan for and establish a permanent presence for Project Wildlife at the new North County Animal Shelter to care for and rehabilitate ill or injured wildlife.

- Continue to provide information on countywide Environmental issues to citizens of San Diego County by advertising these issues on filler pages printed in the Sample Ballot Pamphlet mailed to all registered voters for both the March 2004 and November 2004 elections.
- In collaboration with San Diego Gas and Electric, provide programs on energy conservation in Spanish and English for parents and grandparents in the library service area communities.
- Continue to stress proper disposal of e-waste such as computer monitors.
- Augment effort to meet or exceed the State of California's mandates with respect to the Industrial and Municipal Stormwater Permits.

Strategic Initiative – Safe and Livable Communities

- Ensure that business processes are reviewed on a routine basis to ensure that all critical purchase orders and contracts are promptly awarded. Continue to work with critical County departments to perform advance acquisition planning.
- Expand on-line auction capabilities to better serve the citizens of San Diego County and expand the number of items available on-line.
- Maintain practice of referring all complaints of voter fraud or abuse of the voter registration file to the District Attorney for investigation.
- Begin construction of the modern, \$6.6 million animal shelter in Carlsbad.
- Strengthen and expand partnerships with the region's private shelters and rescue organizations to increase the number of animals taken into their adoption programs.
- Develop and offer on-line dog licensing.
- Provide professional-level assessment, both medically and behaviorally, of any animal entering the shelters that is made available for adoption.



- Assist in revitalization of lower income neighborhoods with at least 40 new public facilities or improvements to existing facilities.
- Identify a new site for purchase or lease to support a 20,000 sq. ft. Sheriff Station in Rancho San Diego.
- Provide support and improved mailing for the new Voting System in 2004.
- Ensure Federal assistance is directed towards building communities free of drugs and violence. Screen all rental assistance applicants for criminal history and sex offender registration.
- Provide library service access by offering over 75,000 branch hours open to the public.
- Implement Library Program Services' new long-term strategic plan, which allows the County library to better serve the needs of residents with physical, cultural, and educational challenges.

Executive Office Changes from 2002-03 Adopted

Expenditure

- Salaries and Benefits are proposed to increase \$0.1 million due to negotiated salary and benefit increases.
- Services and Supplies are proposed to increase \$0.7 million for automated system support.
- Management Reserves are proposed to decrease \$2.2 million reflecting available resources.

Revenue

- Fund Balance is proposed to decrease \$0.2 million.
- General Revenue Allocation is proposed to decrease \$0.7 million reflecting a shift of resources to other County priorities.



Community Services Group Summary & Executive Office

Staffing by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Community Services Group Executive Office	9.00	9.00	0.00	9.00	0.00
Animal Services	142.00	142.00	0.00	130.00	(8.45)
County Library	305.75	304.00	(0.57)	286.00	(5.92)
General Services	406.75	421.25	3.56	420.75	(0.12)
Housing & Community Development	115.00	116.00	0.87	116.00	0.00
Purchasing and Contracting	52.00	52.00	0.00	52.00	0.00
Registrar of Voters	49.00	50.00	2.04	50.00	0.00
Total	1,079.50	1,094.25	1.37	1,063.75	(2.79)

Expenditures by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Community Services Group Executive Office	\$ 8,199,339	\$ 6,754,354	(17.62)	\$ 2,339,326	(65.37)
Animal Services	10,738,969	11,818,465	10.05	11,872,867	0.46
County Library	26,022,220	26,654,948	2.43	24,264,440	(8.97)
General Services	126,297,270	133,432,271	5.65	125,790,561	(5.73)
Housing & Community Development	41,786,409	39,738,404	(4.90)	40,287,649	1.38
Purchasing and Contracting	39,287,836	36,323,638	(7.54)	36,344,230	0.06
San Diego County Redevelopment Agency	5,044,133	7,337,713	45.47	5,085,042	(30.70)
Registrar of Voters	8,329,643	9,506,203	14.12	8,437,116	(11.25)
Total	\$ 265,705,819	\$ 271,565,996	2.21	\$ 254,421,231	(6.31)



Community Services Group Summary & Executive Office

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Community Services Executive Office	9.00	9.00	0.00	9.00	0.00
Total	9.00	9.00	0.00	9.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Community Services Executive Office	\$ 8,199,339	\$ 6,754,354	(17.62)	\$ 2,339,326	(65.37)
Total	\$ 8,199,339	\$ 6,754,354	(17.62)	\$ 2,339,326	(65.37)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 968,695	\$ 1,180,869	21.90	\$ 1,235,013	4.59
Services & Supplies	571,685	1,254,313	119.41	1,104,313	(11.96)
Management Reserves	6,658,959	4,319,172	(35.14)	—	(100.00)
Total	\$ 8,199,339	\$ 6,754,354	(17.62)	\$ 2,339,326	(65.37)

Budget by Categories of Revenue

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	5,000,000	4,279,000	(14.42)	98,420	(97.70)
Charges For Current Services	191,030	193,684	1.39	193,684	0.00
General Revenue Allocation	3,008,309	2,281,670	(24.15)	2,047,222	(10.28)
Total	\$ 8,199,339	\$ 6,754,354	(17.62)	\$ 2,339,326	(65.37)



Animal Services



Department Description

The Department of Animal Services protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned or lost pets each year. More than 30,000 animals enter the Department's three shelters annually. The Department provides patrol, law enforcement, sheltering, and pet adoption services to the unincorporated areas of the County, and, by contract, to the City of San Diego and eight other cities in the region.

Mission Statement

Protecting the health, safety and welfare of people and animals.

2002-03 Accomplishments

Fiscal Stability

- Negotiated new multi-year contracts with cities currently contracting with the Department for animal sheltering, patrol, enforcement, and licensing services.
- Researched, prepared, and formally claimed a total of \$848,886 in reimbursement from the State for costs related to implementation of SB 1785, which imposed increases in animal holding periods.

Technology

- Replaced the Department's existing call center system with a state of the art, Natural Language Interactive Voice Recognition System to reduce overall call wait times and increase the number of callers served.
- Redesigned the Department's website, adding several new features, including specific information on animal care and behavior to assist families who have recently adopted shelter animals.

Workplace Improvement

- Secured funding and completed the project design for the new \$6.6 million North County Animal Shelter in Carlsbad.

Continuous Improvement

- Increased the rate of shelter animals adopted to new families or reunited with owners to 64%, a seven point increase over the 57% achieved in FY 2001-02 and the highest "save rate" in Department history.
- Provided on-going, professional-level training on animal behavior assessment to all animal care staff to improve the placement and retention of animals into new, adoptive homes.
- Exceeded by 70% last year's record number of owned animals sterilized through the Department's enhanced spay-neuter rebate coupon program, with nearly 4,500 families financially assisted in spaying or neutering their pets.
- Utilized newly acquired medical diagnostic tools to improve the health and adoptability of the Department's shelter animals.



Regional Leadership

- Established and executed a joint agreement with the San Diego Humane Society and SPCA for the collaborative operation of the shared San Diego Campus for Animal Care.
- Effectively eliminated the euthanasia of any healthy, well-socialized animals.

2003-05 Objectives

Strategic Initiative – Kids

- Provide a minimum of 36 presentations on bite prevention as part of patrol officers' in-classroom visits to area schools.
- In conjunction with the Health & Human Services Agency's Child Protective Services, include a training component for all patrol officers in the identification and reporting of potential child neglect or abuse while investigating reports of animal cruelty.

Strategic Initiative – The Environment

- Enhance Department's partnership with Project Wildlife by providing site space and utilities for its mobile care unit at all three County shelters.
- Plan for and establish a permanent presence for Project Wildlife at the new North County Animal Shelter to care for and rehabilitate ill or injured wildlife.

Strategic Initiative – Safe and Livable Communities

- Begin construction of the modern, \$6.6 million animal shelter in Carlsbad.
- Strengthen and expand partnerships with the region's private shelters and rescue organizations to increase the number of animals taken into their adoption programs.
- Develop and offer on-line dog licensing.

- Open the combined Campus for Animal Care in conjunction with the San Diego Humane Society and SPCA.
- Provide professional-level assessment, both medically and behaviorally, of any animal entering the shelters that is made available for adoption.
- Maintain or exceed the annual number of owned pets spayed or neutered through the Department's sterilization subsidy program.
- Enlist private veterinary clinics to provide spay/neuter services to the public for a reduced fee upon referral by the Department.

Changes from 2002-03 Adopted

Expenditure

- Salaries and Benefits are proposed to increase by approximately \$1.17 million, which reflects negotiated salary and benefit increases.
- Services and Supplies are proposed to decrease by approximately \$96,000 due to re-engineering shelter and administrative operations.

Revenue

- Licenses, Permits & Franchises are anticipated to increase \$386,000 due to proposed dog license and animal services fee increases of approximately 20% and 15% respectively.
- Charges for Current Services are anticipated to increase \$579,000 representing contract cities' negotiated proportional share of Department operating costs.
- Fund Balance of \$450,000 is proposed to fund 12 current positions during FY 2003-04 that are in excess of the service level requested by and negotiated with the contract cities. Use of this one-time funding will permit an orderly restructuring to the staffing level sustainable by available funding.

**Staffing**

12 positions are proposed to be deleted in FY 2004-05. These positions are in excess of the service level requested by and negotiated with the contract cities. The positions include one Kennel Operations Manager, one Supervising

Animal Control Officer, one Principal Clerk, one Senior Animal Control Services Representatives, six Animal Control Services Representatives, and two Senior Account Clerks.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Number of Pets Adopted	12,000	13,300	13,500	13,700
Percentage of Sheltered Animals Either Adopted or Reunited with Owners	58.0%	64.0%	65.0%	66.0%
Percentage of Timely Patrol Officer Responses	86%	85.5%	86%	86%
Percentage of Animals Euthanized that were Adoptable	3.0%	0%	0%	0%
Number of Animals spayed or neutered under the Spay-Neuter Coupon Program	2,600	4,400	4,400	4,400

Animal Services



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Animal Services	142.00	142.00	0.00	130.00	(8.45)
Total	142.00	142.00	0.00	130.00	(8.45)

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Animal Services	\$ 10,738,969	\$ 11,818,465	10.05	\$ 11,872,867	0.46
Total	\$ 10,738,969	\$ 11,818,465	10.05	\$ 11,872,867	0.46

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 7,320,103	\$ 8,495,678	16.06	\$ 8,549,252	0.63
Services & Supplies	3,418,866	3,322,787	(2.81)	3,323,615	0.02
Total	\$ 10,738,969	\$ 11,818,465	10.05	\$ 11,872,867	0.46

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	—	450,000	(100.00)	—	(100.00)
Licenses Permits & Franchises	1,966,750	2,353,500	19.66	2,353,500	0.00
Fines, Forfeitures & Penalties	9,000	9,000	0.00	9,000	0.00
Charges For Current Services	6,679,659	7,259,050	8.67	7,666,698	5.62
Miscellaneous Revenues	75,392	19,515	(74.12)	19,590	0.38
General Revenue Allocation	2,008,168	1,727,400	(13.98)	1,824,079	5.60
Total	\$ 10,738,969	\$ 11,818,465	10.05	\$ 11,872,867	0.46

County Library



Department Description

The County Library provides library services at 32 branch libraries and two mobile libraries. Library services include: providing information in print, non-print, and online formats for life-long learning; promoting reading and literacy skills; instruction and facility access to the Internet and other online services; providing diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

Mission Statement

To provide resources to meet the informational, recreational, and cultural needs of each branch library community and to actively promote reading and life-long learning.

2002-03 Accomplishments

Self Sufficiency

- Expanded library service access in the County Library system by increasing open hours by 10% over two years (2001-02 through 2002-03) to enhance the availability of library resources to all citizens in San Diego County.
- Expanded Books-By-Mail program for availability of library resources to 428 customers, a 67% increase.
- Developed a strategic plan for community outreach services.
- Provided, through READ/SD, literacy services throughout San Diego County Library service area to 307 new learners.
- Constructed and opened for operation three new libraries in Cardiff-By-The-Sea, Spring Valley, and Valley Center.
- Renovated and remodeled El Cajon, Fletcher Hills, Imperial Beach, and Lakeside branch libraries to comply with the Americans With Disabilities Act and provide improved customer service.

Fiscal Stability

- Continued to attend community meetings, workshops, and public hearings relating to the California Public Library Construction and Bond Act process (Proposition 14).
- Provided ongoing support and information to community groups in Alpine, Campo-Morena Village, Encinitas, Fallbrook, Julian, La Mesa, Lemon Grove, Ramona, and Santee.
- Received Round 1 Bond Act Grants for Julian and Lemon Grove, and submitted Round Two Bond Act Grant Applications for Fallbrook, Encinitas and La Mesa.
- Increased Community Dollar-For-Dollar Matching Funds Program by \$100,000 to \$350,000; program completed and funds received by March 31, 2003.
- Reviewed the expanded plan of service to ensure prudent cash reserves and fiscal stability of the County Library.

Continuous Improvement

- Ensured that the Quality First and Operational Incentive Plan goals are aligned with the County's Strategic Plan.

Technology

- Reviewed and evaluated library automation systems to replace current vendor software.



Regional Leadership

- Reviewed library programming to address issues in the countywide initiatives for Self Sufficiency, Health and Wellness, Crime Prevention, Environment, and Fiscal Stability.
- Achieved customer satisfaction rating of 4.8 out of 5 for County Library system.

2003-05 Objectives

Strategic Initiative – Kids

- Collaborate with ten County and community agencies to plan and develop a Countywide Emergent Literacy Initiative for youth and adults.
- Explore the feasibility of expanding Books By Mail to homebound youth in County library service areas.
- Increase joint programming with other agencies to promote and nurture reading and learning to children and their caregivers in ten different locations in the County library service area.
- Maximize jobs and career resources at five locations based on the findings of the Program Services Report and affiliation with the San Diego Workforce Partnership.
- Use Mobile Libraries to provide new programming at three locations serving youth in the dependency program.
- Continue to provide responsive, up-to-date collections of print and non-print materials for preschool and school age children. Maintain current parenting collections in English, Spanish, and other languages, as appropriate.

Strategic Initiative – The Environment

- In collaboration with San Diego Gas and Electric, provide ten programs on energy conservation in Spanish and English for parents and grandparents in the library service area communities.

Strategic Initiative – Safe and Livable Communities

- Provide library service access by offering over 74,432 branch hours open to the public.
- Provide full-day Library Disaster Preparedness training for 20% of permanent library staff.
- Expand access to electronic information resources to the public by 2%.
- Complete design and begin construction on new Bonita Branch Library.
- Construct and open new Proposition 14 Bond Act funded Julian Branch Library.
- Complete and submit Proposition 14 Bond Act grant applications for libraries in Alpine, Campo, and Ramona communities, contingent upon successful community fundraising.
- Implement Library Program Services new long-term strategic plan, which allows the County library to better serve the needs of residents with physical, cultural, and educational challenges.

Changes from 2002-03 Adopted

Expenditure

- Salaries & Benefits are proposed to increase \$2.4 million due to negotiated salary and benefit increases.
- Other expenditures are proposed to decrease \$1.8 million, including a \$1.0 million reduction in the book budget and various other reductions, to balance to available revenues.

Revenue

- Taxes Current Property are projected to decrease \$1.4 million, and Taxes Other Than Current Secured are projected to increase \$0.1 million, more accurately reflecting actual receipts.
- Revenue from Use of Money & Property is projected to decrease \$0.1 million due to low interest rates.



- Intergovernmental Revenues are projected to decrease \$0.4 million due to State reduction in Public Library Funds.
- General Fund Fund Balance (Other Financing Sources) of \$960,000, and Library Fund Fund Balance of \$1.5 million is proposed to fund 18.0 current staff years (30 positions) Library Pages and 17.25 staff years Library Technicians during Fiscal Year 2003-04 for which there are not sufficient ongoing Library Fund revenues. Use of this one-time funding will permit anticipated development of additional revenue, and an orderly restructuring to the staffing level sustainable by available funding.

Staffing

- Proposed reduction of 1.75 staff years Principal Librarian to balance to available revenues.
- 18.0 staff years (30 positions) Library Pages are proposed to be reduced in Fiscal Year 2004-05. A reduction in anticipated ongoing revenues requires that these positions be deleted.
- Continuation of 17.25 current staff years Library Technicians in Fiscal Year 2004-05 is contingent on successful development of anticipated ongoing revenue. If the revenue is not realized, these positions will be deleted in Fiscal Year 2004-05, requiring a corresponding reduction in hours of service.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Projected
Library Hours Open ¹	76,056	70,896	75,474	75,474
Cost Per Hour Open ¹	\$336.71	\$427.80	\$353.17	\$353.17
Branches/Mobile Libraries Operated	34	34	34	34
Circulation/Usage	9,807,422	10,819,911	9,807,422	9,931,436
Programs ²	7,180	7,568	7,733	7,733
Outreach Services ³	257	809	870	870

¹ Implemented Year 3 of AB 494 Plan of Service in mid-November 2002. In accordance with Board of Supervisors directives Fletcher Hills, Imperial Beach, Lakeside, and El Cajon branch libraries were closed for extended periods of time during the fiscal year for installation of shelving and/or other renovation/ADA projects during FY 2002-03.

² The County Library restructured program service delivery. Children's Programs are realigned with a new programming focus under the direction of a Principal Librarian. All programs conducted in the County Library system have a target of youth, adult, or intergenerational audiences.

³ Outreach Services include customers who cannot easily access a County branch library and community contacts made by the Program Services Division.

**Staffing by Program**

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Library Operations and Administration	18.50	22.25	20.27	22.25	0.00
Library Professional & Technical Support Service	52.25	51.25	(1.91)	48.75	(4.88)
Library Branch Operations	235.00	230.50	(1.91)	215.00	(6.72)
Total	305.75	304.00	(0.57)	286.00	(5.92)

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Library Operations and Administration	\$ 2,753,129	\$ 2,853,639	3.65	\$ 242,724	(91.49)
Library Professional & Technical Support Service	5,482,352	5,753,315	4.94	5,729,875	(0.41)
Library Branch Operations	17,786,739	18,047,994	1.47	18,291,841	1.35
Total	\$ 26,022,220	\$ 26,654,948	2.43	\$ 24,264,440	(8.97)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 14,185,134	\$ 16,608,216	17.08	\$ 14,348,854	(13.60)
Services & Supplies	11,388,390	10,046,732	(11.78)	9,915,586	(1.31)
Other Charges	35,000	—	(100.00)	—	(100.00)
Operating Transfers Out	413,696	—	(100.00)	—	(100.00)
Total	\$ 26,022,220	\$ 26,654,948	2.43	\$ 24,264,440	(8.97)



Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	250,000	1,500,000	500.00	—	(100.00)
Taxes Current Property	19,639,665	18,286,927	(6.89)	18,317,419	0.17
Taxes Other Than Current Secured	364,201	478,671	31.43	478,671	0.00
Revenue From Use of Money & Property	287,600	187,600	(34.77)	187,600	0.00
Intergovernmental Revenues	1,624,058	1,265,750	(22.06)	1,265,750	0.00
Charges For Current Services	893,000	1,087,000	21.72	1,126,000	3.59
Miscellaneous Revenues	563,696	489,000	(13.25)	489,000	0.00
Other Financing Sources	2,400,000	3,360,000	40.00	2,400,000	(28.57)
General Revenue Allocation	—	—	(200.00)	—	0.00
Total	\$ 26,022,220	\$ 26,654,948	2.43	\$ 24,264,440	(8.97)

General Services



Department Description

The Department of General Services provides support services to all other County departments enabling them to deliver “best in class” services to the public. General Services support includes Facilities Management, Fleet Management, and Document Services. All General Services are provided through Internal Service Funds (ISF), except the General Fund Equipment Acquisition budget that manages lease purchased vehicles.

Mission Statement

To efficiently and effectively provide County departments and agencies the support services they need to deliver superior County services to the residents of San Diego County.

2002-03 Accomplishments

Environment

- Completed Master Planning and design of the CAC Waterfront Park. Selected developer for County property at Kettner/Cedar. Site will include 650 parking spaces and retail space/condominiums.
- Invested \$2 million in photovoltaic panels for installation on County facilities to maintain reliability of electric service and supplement electrical energy available to the grid at peak usage.
- Completed the Kearny Mesa and North County Regional Center master plans.
- Continued preliminary master planning process with City of Santee, including requirements for the San Diego River flood plain, while negotiating Disposition (development) Agreement with Ryan Properties surplus land.
- Completed site searches and obtained options to purchase the Alpine, Fallbrook, and Ramona libraries.
- Completed the acquisition of 871 acres of land for the preservation of open space in support of the Multiple Species Conservation Program (MSCP).
- Completed the purchase of the third parcel at 1168 Union Street to acquire 75% of the ownership of the Downtown Block property.
- Continued development of a site plan for a new jail to replace Las Colinas Women’s Correctional Facility delayed due to ongoing negotiations regarding the final site plan.
- Prepared a long-term Stormwater Management Plan and Implementation program for 19 high priority and 20 medium/low priority facilities.
- Conducted energy audits at animal shelters, which consume more than 100 kilowatts, and provided customer departments with recommendations for energy management investments.
- Completed the third and final phase of the \$5 million North County Regional Center Annex.
- Scheduled to begin construction on the Julian Library in Summer 2003. Construction on the Campo Library was not started due to lack of Prop. 14 funding.
- Completed design on the Ramona, Fallbrook, and Alpine libraries. Bid award and construction subject to Prop. 14 funding, scheduled for 2004.



General Services

- Completed construction on the Cardiff and Valley Center libraries in Spring 2003. Completed substantial construction of the Spring Valley library.
- Began construction of the East Mesa Juvenile Detention Facility, which is scheduled to be completed in FY 2003-04.
- Completed the Probation Department's Girl's Rehabilitation Center in April 2003.
- Completed the Sheriff's Julian Substation in March 2003.
- Completed the Sheriff's Simunition Building by June 2003. Completion of the Fire Arms Training Facility Site Improvements delayed until July 2003 due to design issues.
- Provided successful proposal to Registrar of Voters to fold, insert, mail, and image capture new ballots for absentee voting.

Workplace Improvement

- Continued County's commitment to maintaining its capital assets by investing a minimum of \$11 million per year.
- Conducted workplace assessments and identified potential improvements for 14 customer departments' key facilities.
- Initiated construction in February 2003 on 30,000 sq. ft. Assessor Building on Clairemont Mesa Blvd.
- Initiated negotiations to purchase additional land for more parking at North County Regional Center (NCRC) to accommodate Traffic Court Relocation to the NCRC.
- Acquisition leases for the Health and Human Services Agency's (HHSA) Kearny Mesa Family Resource Center, and Aging and Independent Services Central Region were initiated but not completed due to funding uncertainties.

- Completed design of the new Edgemoor Skilled Nursing facility in December 2002.
- Participated in updating Countywide standards for workstations and templates for ergonomic configurations.
- Conducted inspection on 140 leased facilities to ensure lease compliance.
- Established building maintenance profiles for each facility through an expanded audit and assessment program. The profiles will be used to develop a multi-year routine and major maintenance plan.
- Implementation of bar coding was not deemed feasible after thorough study.

Fiscal Stability

- Entered into a Ground Lease Agreement with Ryan Companies, USA for the construction of a Hartford Service Center on eight acres of surplus land south of the San Diego River in Santee. Lease produces \$204,000 annual revenue to support Edgemoor Skilled Nursing Facility Construction Fund.
- Acquired 80% of parcels by negotiation as opposed to using lengthy and costly eminent domain procedures.
- Purchased 80% of parcels acquired by negotiation at appraised value as opposed to negotiated settlements at above market rates.
- Integration of FacilityCenter with Oracle delayed pending full implementation of Oracle.
- Sold 12 units at 525 Grand Avenue in Spring Valley owned by the Housing Authority for \$955,000.
- Procured reliable energy service at the lowest cost by executing direct access service for 20 electricity accounts with an anticipated savings of \$869,000 over the 17-month life of the agreement.



- Assisted County departments in energy management and maintained for the second year the 10% reduction in energy consumption first realized in Fiscal Year 2000-01.
- Procured California Energy Commission loan to invest \$1 million in Energy Demand Management projects that have a 10% rate of return (ROI) to provide recession proofing of energy dollars with project completion scheduled in Fiscal Year 2003-04.
- Completed 100% of the vehicle and equipment acquisition program by acquiring all replacement and additional vehicles and equipment approved by the Board of Supervisors.
- Implemented option year one with Fleet Management ISF employee group for the Managed Competition vehicle maintenance contract.
- Complete the sale of the 20 acres of Edgemoor property to Santee Partners, L.L.C.
- Enter into Ground Lease (Option) for surplus land in the City of Vista.
- Enter into a Development and Disposition Agreement with Ryan Companies, USA for the sale or lease of approximately 88 acres of High Tech Overlay Zone land (Edgemoor property) south of San Diego River in Santee.
- Acquire rights of way to support the Department of Public Work's Transportation Improvement Program.
- Complete South Santa Fe Right of Way mapping and document consultation oversight.
- Purchase remaining 10,000 square foot parcel to complete the Downtown Block acquisition.
- Purchase land in San Marcos area for future site of Assessor/Land Use and Environment Group office buildings in North County contingent upon funding availability.
- Acquire lands for open space preservation in support of Multiple Species Conservation Programs (MSCP).
- Lease/purchase/build-to-suit for new Air Pollution Control District headquarters in Kearny Mesa.
- Process Conveyance to State of California of County's Camp Lockett property in Campo for formation of State's Buffalo Soldiers Historic Park.
- Complete developer agreement for development of 650-space County parking garage at Kettner/Cedar in support of County's CAC Waterfront Park.
- Develop the Ramona Intergenerational Community Campus master plan.
- Implement the CAC Waterfront Park Master Plan contingent upon Board direction.

2003-05 Objectives

Strategic Initiative – Kids

- Complete land purchases for Library sites in Alpine and Fallbrook. Complete ground lease for library site in Bonita.
- Exercise Option to Purchase the new Ramona Library site.
- Complete tenant improvement at San Marcos Sheriff Substation for the Sheriff North County Gang Task Force.
- Purchase Starling Drive Building for Probation Department in vicinity of Juvenile Hall.
- Provide support to the Health and Human Services Agency for the printing and mailing of documents associated with the CalWIN program (welfare recipient management program).

Strategic Initiative – The Environment

- Implement Stormwater Management Plan.



- Continue to conduct energy audits at facilities, which consume more than 100 kilowatts, and provide customer departments with recommendations for energy management investments.
- Develop Strategic Energy Plan implementation as part of Facilities Assets Management Business Plan.
- Complete installation of 280 kilowatts photovoltaics at four County sites.
- Complete installation of \$1 million of energy demand management projects.
- Identify \$2.5 million in funding for additional photovoltaic and energy demand management projects.

Strategic Initiative – Safe and Livable Communities

- Renegotiate El Cajon Mental Health and Central Mental Health (Morena Blvd.) facility leases for the Health and Human Services Agency.
- Identify a new site for purchase or lease to support a 20,000 sq. ft. Sheriff Station in Rancho San Diego.
- Provide support and improved mailing for the new Voting System in 2004.
- Complete 100% of the vehicle and equipment acquisition program by acquiring all Public Safety departments', and all other departments', replacement and additional vehicles and equipment approved by the Board of Supervisors.

Changes from 2002-03 Adopted

Expenditure

- Salaries and Benefits increase \$6.1 million due to negotiated salary and benefit agreements and an overall increases of 14.50 staff years.
- Services and Supplies increase \$6.0 million due to increased Cost of Living Adjustment (COLA) costs associated with service and maintenance contracts, and various routine maintenance supplies.
- Other Charges decrease \$1.7 million due to reduced vehicle debt service payments.
- Operating Transfers decrease \$3.3 million due to reduced General Fund obligation to the Fleet Management Internal Service Fund for vehicle acquisition debt financing and reduced Major Maintenance obligation to the Facilities Management Internal Service Fund associated with Project Management staff costs.

Revenue

- Revenues to support the increased \$7.1 million in direct relation to increases in expenditures.

Staffing

- Overall staff increased 14.50 staff years. The increase is due to the addition of 16.00 FTE building maintenance staff for Sheriff Detention facilities, a 1.00 FTE increase in Management Services, the reduction of 2.00 FTE in vehicle maintenance and .50 FTE decrease associated with an Imaging Technician I position in Document Services Internal Service Fund.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
U.S. Mail Pieces Processed	13.8M	13.8M	13.8M	13.8M
Images Converted (millions)	4.0	5.0	4.0	4.0
% of Fleet Preventive Maintenance Completed	95%	95%	95%	95%
% Vehicle Repair/Maintenance Completed in 3 days or less	90%	90%	90%	90%
% of Facilities Equipment Preventive Maintenance Completed	90%	92%	90%	90%
Response time to routine maintenance Customer Service Requests (CSR)	1.5 days	.5 days	1.0 days	1.0 days



General Services

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Facilities Management Internal Service Fund	279.75	296.75	6.08	296.75	0.00
Fleet Management Internal Service Fund	72.00	70.00	(2.78)	70.00	0.00
Document Services Internal Service Fund	55.00	54.50	(0.91)	54.00	(0.92)
Total	406.75	421.25	3.56	420.75	(0.12)

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Facilities Management Internal Service Fund	\$ 75,383,633	\$ 83,716,635	11.05	\$ 77,233,360	(7.74)
Fleet Management Internal Service Fund	35,863,276	36,279,877	1.16	36,188,225	(0.25)
Document Services Internal Service Fund	12,183,581	12,453,979	2.22	12,232,196	(1.78)
General Fund Contribution to GS ISF's	2,866,780	981,780	(65.75)	136,780	(86.07)
Total	\$ 126,297,270	\$ 133,432,271	5.65	\$ 125,790,561	(5.73)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 25,125,649	\$ 31,214,218	24.23	\$ 32,814,898	5.13
Services & Supplies	73,146,139	79,200,380	8.28	71,890,076	(9.23)
Other Charges	12,492,449	10,762,893	(13.84)	9,929,507	(7.74)
Fixed Assets Equipment	9,228,209	9,273,000	0.49	9,269,300	(0.04)
Reserves	100,000	100,000	0.00	100,000	0.00
Operating Transfers Out	6,204,824	2,881,780	(53.56)	1,786,780	(38.00)
Total	\$ 126,297,270	\$ 133,432,271	5.65	\$ 125,790,561	(5.73)

**Budget by Categories of Revenues**

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	8,576,228	8,576,228	0.00	8,093,228	(5.63)
Taxes Other Than Current Secured	—	8,000	(100.00)	8,000	0.00
Revenue From Use of Money & Property	786,484	916,821	16.57	916,821	0.00
Intergovernmental Revenues	580,675	378,650	(34.79)	390,844	3.22
Charges For Current Services	106,036,759	116,144,163	9.53	112,966,955	(2.74)
Miscellaneous Revenues	745,520	744,849	(0.09)	761,153	2.19
Other Financing Sources	6,704,824	5,681,780	(15.26)	2,516,780	(55.70)
General Revenue Allocation	2,866,780	981,780	(65.75)	136,780	(86.07)
Total	\$ 126,297,270	\$ 133,432,271	5.65	\$ 125,790,561	(5.73)



Housing and Community Development



Department Description

The Department of Housing and Community Development provides housing assistance and community improvements that benefit low- and moderate-income persons. The Department provides services to County residents through rental assistance, minor home improvement loans, first-time homebuyer assistance and public improvement programs. These programs reduce blight, improve neighborhoods, and alleviate substandard housing. They also increase the supply of affordable housing by preserving the housing stock, and stimulating private sector production of lower income housing units.

Mission Statement

Building Better Neighborhoods.

2002-03 Accomplishments

Self Sufficiency

- Provided rental assistance to approximately 10,650 families per month.
- Preserved, rehabilitated, or developed 917 housing units for low- and moderate-income persons through the County's Rehabilitation, Homeownership, Mobile Home, Density Bonus, and Acquisition/Rehabilitation programs.
- Conducted 24 First-Time Homebuyers Education Courses for families considering the purchase of their first home.
- Provided 151,091 service enhanced bed nights for special need populations, including homeless persons and persons with HIV/AIDS.
- Provided 406 homeownership opportunities to residents of San Diego County.
- Initiated Section 8 Homeownership program targeting Family Self-Sufficiency participants.

Environment

- Monitored progress of the County's two Redevelopment Projects, and obtained approval to contract with a redevelopment consultant to assist the Redevelopment Agency in meeting inclusionary housing requirements.

Fiscal Stability

- Planned and developed the County's 29th Year and 30th Year Community Development Block Grant applications, in cooperation with County departments, local cities, and public service agencies.
- Managed contracts with non-profit agencies so emergency housing services were provided to the homeless.

Technology

- Provided professional development to employees on various subjects, including, Public Housing Management, Project Management, Rent Calculation and the Rental Assistance software program, to increase competence and scope.
- Upgraded Rental Assistance software program to increase efficiency and service to customers.
- Reorganized and enhanced the departmental web site, increasing utility and functionality to better serve department customers.



Housing and Community Development

Regional Leadership

- Obtained “high performer” designation in the Public Housing program and the Housing Choice Voucher, which may result in increased future allocations for rental assistance programs.

2003-05 Objectives

Strategic Initiative – Kids

- Promote a nurturing environment for community youth by assisting families secure safe, decent, and affordable housing. Provide housing assistance subsidy to approximately 10,650 households annually.
- Assist in the funding of a minimum of 24 public facilities that benefit children, including youth centers, sidewalks, parks, community centers, and health centers.
- Provide educational opportunities and outreach to a minimum of 60 public housing families with children.
- Develop an educational and support program for a minimum of 100 rental assistance ‘Family Self Sufficiency’ participants seeking educational and economic opportunities.

Strategic Initiative – The Environment

- Encourage energy efficiency in 200 units of affordable housing developed with assistance from County housing programs.

- Provide affordable housing opportunities for a minimum of 100 mobile home park residents annually in conjunction with approved redevelopment project areas.

Strategic Initiative – Safe and Livable Communities

- Ensure Federal assistance is directed towards building communities free of drugs and violence. Screen all rental assistance applicants for criminal history and sex offender registration.
- Assist in development of 200 safe and sanitary affordable housing units for low-income families.
- Assist in revitalization of lower income neighborhoods with at least 40 new public facilities or improvements to existing facilities.

Changes from 2002-03 Adopted

Expenditure

- Proposed expenditure decrease of \$2.0 million is the net result of a \$1.4 million increase for negotiated salary and benefit agreements, and a \$3.4 million decrease in services and supplies and multi-year project estimates.

Revenue

- Intergovernmental revenues are decreasing \$2.0 million due to revised multi-year project estimates.

Staffing

- The staffing increase of one position is a technical adjustment from the prior year.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Number of Families Assisted	10,500	10,650	10,750	10,750
Units preserved, rehabilitated or developed	1,100	917*	N/A**	N/A
Service enhanced bed nights	200,000	151,091*	N/A**	N/A
Educational opportunities/support provided	N/A	N/A	80	80
Energy Efficient units developed	N/A	N/A	100	100
Community Development Projects completed	35	37	32	32
Customer satisfaction rate	97%	97%	97%	97%

* These 2002-03 Adopted Performance Measures cover the two year Operational Plan structure. Estimated Actuals exceed 50% of the Adopted two-year goal.

** Performance Measures have been revised for 2003-05 to better represent the County's three Strategic Initiatives.



Housing and Community Development

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Housing & Community Development	115.00	116.00	0.87	116.00	0.00
Total	115.00	116.00	0.87	116.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Housing & Community Development	\$ 10,310,975	\$ 11,106,099	7.71	\$ 11,655,344	4.95
HCD - Multi-Year Projects	31,475,434	28,632,305	(9.03)	28,632,305	0.00
Total	\$ 41,786,409	\$ 39,738,404	(4.90)	\$ 40,287,649	1.38

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 7,070,441	\$ 8,512,484	20.40	\$ 9,061,758	6.45
Services & Supplies	25,455,953	22,681,913	(10.90)	22,681,884	(0.00)
Other Charges	4,492,671	2,952,431	(34.28)	2,952,431	0.00
Expenditure Transfer & Reimbursements	(165,432)	—	(100.00)	—	(100.00)
Operating Transfers Out	4,932,776	5,591,576	13.36	5,591,576	0.00
Total	\$ 41,786,409	\$ 39,738,404	(4.90)	\$ 40,287,649	1.38

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Reserve/Designation Decreases	\$ —	\$ 16,722	(100.00)	\$ —	(100.00)
Intergovernmental Revenues	41,679,922	39,578,477	(5.04)	40,085,276	1.28
Miscellaneous Revenues	590,570	590,570	0.00	590,570	0.00
General Revenue Allocation	(484,083)	(447,365)	(7.58)	(388,197)	(13.23)
Total	\$ 41,786,409	\$ 39,738,404	(4.90)	\$ 40,287,649	1.38

Purchasing and Contracting



Department Description

The Department of Purchasing and Contracting operates an Internal Service Fund (ISF), responsible for making all purchases of goods, materials, and services for the County of San Diego, as provided for in the County Charter. In addition to the purchasing and contracting functions, the Department has centralized reutilization and disposal of surplus equipment and salvage materials. Departmental functions also include monitoring specifications to ensure maximum use of competitive acquisitions and responsibility for ensuring quality standards for commodities and services purchased. The greatest emphasis, however, lies in maintaining excellent customer service practices.

Mission Statement

To provide the most effective delivery of quality goods and services to other County Departments in the most efficient manner, through well-managed competitive practices, while encouraging an atmosphere of fairness, honesty and integrity in dealing with customers, suppliers and staff.

2002-03 Accomplishments

Technology

- Expanded and refined on-line auction capabilities utilizing eBay to provide excellent values in used property for the citizens of San Diego County and expanded the number of items available on-line.
- Designed improvements in the Department's business processes in conjunction with preparation for the implementation of the Oracle Enterprise Resource Planning (ERP) Purchasing module next year.
- Continued refinements of BuyNet II in preparation for the final integration with the Oracle Purchasing Module.
- Successfully converted over 20 inventories in eight departments to the Oracle Inventory module, which included a 100% validation and standardization of descriptions and other coding for more than 3,500 stock records.
- Increased utilization of online resources with consolidation and redevelopment of the BuyNet application.
- Conducted two reverse auctions using e-commerce technology to drive down prices.
- Received Achievement in Excellence in Procurement award from the American Purchasing Institute and the California Association of Public Purchasing Officials for the second time in recognition of our business processes and technology enhancements.
- Accepted acknowledgement from the San Diego County Disabled Veterans Association for the Department's support of providing opportunities for contracts and purchases from the County.
- Developed new business processes inline with Oracle capabilities to ensure a successful implementation of the Procure-to-Pay ERP program.
- Outsourced Central Stores with "Just-In-Time" programs providing considerable cost savings of approximately \$575,000 annually for County departments for paper and food products. Reduction of 3.00 staff years and \$5,197,700 in costs associated with replenishing inventory, facility occupancy, utilities, and fleet maintenance.



Human Resources Modernization

- Provided useful information and recommendations on Oracle Inventory processes in three-day Core Inventory classes, in PACE articles, and in lab sessions with County inventory personnel, in conjunction with the ERP inventory conversion project.
- Continued to provide comprehensive training for 100% of staff to meet the required standards and to ensure the maximum benefits of ERP System capabilities and the Strategic Plan for Employee Development Goals.

Workplace Improvement

- Conducted a thorough cleanup and reorganization of the warehouse including retained records storage in preparation for closure of Central Stores and conversion of freed-up space to other County uses.

Fiscal Stability

- Successfully implemented the “Just-In-Time” program to outsource food and paper products resulting in approximately \$575,000 in savings to County departments while providing increased opportunities for outside commercial suppliers to provide additional commodities to the County.
- Outsourced Central Stores freeing up valuable warehouse space and reducing staffing requirements allowing better utilization of these resources with approximate annual savings of \$5,197,700.
- Maximized the Procurement Card Program from U.S. Bank Corp for encouraging use of Procard purchases over traditional means.
- Expanded the use of fixed price contracts thereby freeing up contractor administrative resources for direct services and reducing County fiscal oversight cost.
- Increased the use of Department-wide charge allocation thereby reducing administrative cost required to track numerous small tasks.

Continuous Improvement

- Continually analyzed Oracle capabilities to ensure implementation of the Procure-to-Pay and maximize use of E-Procurement capabilities.
- Developed performance measures to assess performance in the delivery of goods and services.
- Conducted analysis of moving office to paperless inventory and implementing best business practices.
- Increased reuse of County items as an aggressive property-recycling program.
- Evaluated resources quarterly to ensure customer’s needs are being met.
- Assured management of the County’s travel program by implementing a streamlined cost savings initiative with the travel agency to provide better response time at lower costs.
- Revised Board policies A-87 and B-39a to make them more responsive and better suited to today’s business climate.

Regional Leadership

- Exerted strong regional influence and leadership in using modern procurement techniques and strategies by encouraging maximum membership, attendance and participation in the California Association of Public Purchasing Officers (CAPPO).

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Award all contracts and purchase orders in support of our strategic initiatives on a timely basis to eliminate and gaps in support of the initiatives.



- Ensure that business processes are reviewed to ensure that all critical purchase orders and contracts in support of our strategic initiatives are promptly awarded, and continue to work with critical County departments to perform advance acquisition planning.
- Expand on-line auction capabilities to better serve the citizens of San Diego County and expand the number of items available on-line.
- Implement new business processes in line with Oracle functionality to ensure a successful implementation of Procure-to-Pay Enterprise Resource Program (ERP).
- Increase the utilization of on-line services to better serve the citizens of San Diego County by expanding and enhancing BuyNet capabilities to integrate with the new Oracle system.

Strategic Initiative – Kids

- Analyze reporting capabilities to seek a means to code purchase requirements for high visibility reporting of Strategic Initiative for Kids and monitoring of status, including immediate notification if milestones or required delivery dates are in jeopardy.
- Encourage all Purchasing and Contracting personnel to personally support County or local initiatives and events for kids causes (i.e., March of Dimes), community clean-up projects, neighborhood watch participation, etc., and report their accomplishments for possible use in PACE or the Community Services Group Newsletter. Provide recognition and awards for such participation.
- Assign a senior Purchasing and Contracting Officer to thread with Probation and Mental Health on Juvenile Forensic programs.

Strategic Initiative – The Environment

- Assign a lead Purchasing and Contracting Officer to support environmental service support contracts.

- Schedule a Purchasing and Contracting Officer briefing on the importance of the County's Multiple Species Conservation Program, County's Clean Water Plan, and support Air Pollution Control District grant activity.
- Salvage operation business process will continue to stress proper disposal of e-waste such as computer monitors.
- Monitor and eliminate fuel spills and other petroleum spills from consigned auction vehicles.

Strategic Initiative – Safe and Livable Communities

- Provide assistance in the acquisition of a consultant to develop a Countywide disaster mitigation plan.
- Provide ongoing support to existing County outreach and case management programs designed to improve the quality of an individual's life.

Changes from 2002-03 Adopted

Expenditure

- Expenditures for Purchasing ISF decrease of \$5.7 million due to outsourcing of Central Stores for expenses associated with replenishing inventory, reducing three staff years, and facility and fleet maintenance costs.
- Proposed increase of approximately \$1.0 million for Purchasing ISF due to addition of Oracle ERP support staff and related costs.
- Proposed increase for Blanket Purchase Orders of \$2.0 million because the Fiscal Year 2001-02 budget was underestimated.
- Proposed reduction for Ready Cash Purchase Orders of \$225,000 because of the increased use of Procurement Cards for purchases of \$2,500 or less.

Revenue

- Revenue for Purchasing ISF decrease of \$5.7 million due to outsourcing of Central Stores for expenses associated with replenishing inventory, reducing three staff years, and facility and fleet maintenance costs.



Purchasing and Contracting

- Proposed increase of revenues for Purchasing ISF approximately \$1.0 million due to increased staff and support costs.
- Proposed increase of revenues for Blanket Purchase Orders of \$2,000,000 due to underestimating revenues in Fiscal Year 2002-03 Op Plan.
- Proposed decrease of revenues for Ready Cash Purchase Orders of \$225,000 due to the increased use of Procurement Card purchases less than \$2,500.

Staffing

- Decrease of three staff years due to the outsourcing of Central Stores.
- Proposed increase of three staff years to support purchasing components of Oracle ERP: one ERP Administrator and two ERP Functional Analysts.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Procurement Card Sales	\$25 M	\$28 M	\$30 M	\$30 M
Maintain Customer Service Satisfaction Rating of 4.0	4.0	4.1	4.0	4.0
Central Stores Requisitions Filled from Stock *	90%	91%	N/A	N/A
Purchase Orders issued within 21 days	75%	78%	75%	75%
Property Disposal Sales	\$3 M	\$3 M	\$3.15 M	\$3.25 M
Stabilize Procurement Card Surcharge Rate, if possible	1.0%	1.0%	1.0%	1.2%

*The "Central Stores Requisitions Filled from Stock" Performance Measure is no longer applicable due to the outsourcing of Central Stores.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Central Stores	7.00	—	(100.00)	—	(100.00)
Administration	45.00	52.00	15.56	52.00	0.00
Total	52.00	52.00	0.00	52.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Central Stores	\$ 5,735,967	\$ —	(100.00)	\$ —	(100.00)
Purchasing ISF Buyouts	28,000,000	30,000,000	7.14	30,000,000	0.00
Purchasing RCPO's	800,000	575,000	(28.13)	575,000	0.00
Administration	4,751,869	5,748,638	20.98	5,769,230	0.36
Total	\$ 39,287,836	\$ 36,323,638	(7.54)	\$ 36,344,230	0.06

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 3,881,787	\$ 4,212,107	8.51	\$ 4,465,849	6.02
Services & Supplies	35,274,009	32,042,117	(9.16)	31,872,187	(0.53)
Other Charges	5,600	6,194	10.61	6,194	0.00
Operating Transfers Out	126,440	63,220	(50.00)	—	(100.00)
Total	\$ 39,287,836	\$ 36,323,638	(7.54)	\$ 36,344,230	0.06

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Revenue From Use of Money & Property	98,000	78,210	(20.19)	86,059	10.04
Charges For Current Services	9,817,693	5,070,516	(48.35)	5,205,090	2.65
Miscellaneous Revenues	29,119,263	31,048,472	6.63	31,053,081	0.01
Other Financing Sources	126,440	63,220	(50.00)	—	(100.00)
General Revenue Allocation	126,440	63,220	(50.00)	—	(99.99)
Total	\$ 39,287,836	\$ 36,323,638	(7.54)	\$ 36,344,230	0.06



San Diego County Redevelopment Agency



Department Description

The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. The Upper San Diego River Improvement Project Area (USD RIP) is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community. The Gillespie Field Redevelopment Project Area is an area of approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Mission Statements

Upper San Diego River Improvement Project

The purpose of the project is to eliminate blight, provide employment opportunities, encourage private sector investment, and enhance development opportunities in the project area.

Gillespie Field Redevelopment Project

To eliminate or alleviate conditions of blight in the Gillespie Field Redevelopment Project Area and to encourage economic development in East County.

2002-03 Accomplishments

Upper San Diego River Improvement Project

Environment

- Identified short-term opportunities to fund low- and moderate-income housing in the Lakeside area as required by State redevelopment law.
- Commenced consultant hiring for a longer term housing plan.
- Completed base mapping for Riverway Trail Plan and commenced public involvement process.

Fiscal Stability

- Continued repayment of debt to Flood Control District.

Gillespie Field Redevelopment Project

Fiscal Stability

- La Jolla Investments, Inc. continued their planned expansion, completing 75% of the proposed development by adding 43,000 square feet of aircraft storage spaces on the northeast side of Marshall Avenue.
- Entered into a short-term lease with Toro Ag for last available lot in John Towers Industrial Park.

2003-05 Objectives

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Facilitate Riverway Trail construction to provide recreational amenity for youth and the community.
- Increase housing opportunities for low-income families.

Strategic Initiative – The Environment

- Facilitate Riverway Trail alignment that respects sensitive river habitats.

Changes from 2002-03 Adopted

- Upper San Diego River Improvement Project

Expenditure

- Proposed increase of \$1.4 million is due to funding of debt service, consultant contracts, and Local Rental Subsidy Program.

- Revenue

- Proposed increase of \$1.4 million is from fund balance, projected and prior year(s) tax increment revenue.

- # Gillespie Field Redevelopment Project

Expenditure

- Proposed increase of approximately \$900,000 is due to funding of consultant contracts, transfer of funds to Educational Revenue Augmentation Fund, significant increase in mandatory pass-through payments to schools, and Local Rental Subsidy Program.

Revenue

- Proposed increase of approximately \$900,000 is from fund balance, and projected and prior year(s) tax increment revenue.

**Upper San Diego River Improvement Project Area**

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Estimated Tax Increment	\$938,852	\$948,760	\$957,629	\$966,629
Percent of Tax Increment utilized for project Administration	7.5%	7.4%	7%	7%
Project acres managed and maintained	532	532	532	532

Gillespie Field Project Area

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Estimated Tax Increment	\$1,226,976	\$1,363,346	\$1,374,516	\$1,385,516
Percent of Tax Increment utilized for project Administration	7%	8%	7%	7%
Project acres managed and maintained	746	746	746	746
Contracts Managed	98	114	114	114
Newly Developed Land Leases executed (in net acres)	5	5	5	5



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Total	0.00	0.00	(100.00)	0.00	(100.00)

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Gillespie Field Redevelopment Project Area	\$ 3,513,317	\$ 4,413,604	25.62	\$ 2,710,453	(38.59)
Upper San Diego River Redevelopment Project Area	1,530,816	2,924,109	91.02	2,374,589	(18.79)
Total	\$ 5,044,133	\$ 7,337,713	45.47	\$ 5,085,042	(30.70)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Services & Supplies	2,806,187	3,469,225	23.63	2,390,545	(31.09)
Other Charges	1,736,807	2,757,135	58.75	2,043,395	(25.89)
Operating Transfers Out	501,139	1,111,353	121.77	651,102	(41.41)
Total	\$ 5,044,133	\$ 7,337,713	45.47	\$ 5,085,042	(30.70)

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	596,271	958,221	60.70	262,768	(72.58)
Taxes Other Than Current Secured	2,651,479	3,569,625	34.63	3,147,567	(11.82)
Revenue From Use of Money & Property	193,041	79,250	(58.95)	83,250	5.05
Miscellaneous Revenues	1,102,203	1,619,264	46.91	940,355	(41.93)
Other Financing Sources	501,139	1,111,353	121.77	651,102	(41.41)
General Revenue Allocation	—	—	(100.00)	—	(100.00)
Total	\$ 5,044,133	\$ 7,337,713	45.47	\$ 5,085,042	(30.70)

Registrar of Voters



Department Description

The Registrar of Voters is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. The Department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all Federal, State, local offices, and measures. The Registrar of Voters is also responsible for providing access to the information needed to utilize the initiative, referendum, and recall petition processes.

Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

2002-03 Accomplishments

Technology

- Developed a strategy, issued a Request for Proposals, and selected a new Direct Record Electronic Voting System to be implemented for the March 2004 Presidential Primary Election.

Regional Leadership

- Successfully conducted the November 5, 2002 Gubernatorial General Election which included consolidated elections for 17 cities, 47 school districts, and 74 special districts.
- Maintained the accuracy and integrity of the voter registration file by identifying and removing or updating over 100,000 voter registration records in accordance with State and Federal law.

Fiscal Stability

- Submitted application for State Proposition 41 monies and obtained an allocation of nearly \$17 million to help fund the acquisition of a new voting system.

Continuous Improvement

- Successfully implemented, for the first time, new Federal requirements, in compliance with Section 203 of the Voting Rights Act, by providing voting materials and language assistance to Filipino voters in San Diego County.
- Continued to provide young people with the opportunity to actively participate in the election process and improve the pool of potential poll workers by continuing the student poll worker program; 545 students from 75 high schools participated.

Human Resources

- Supported the continuation of the Department's Diversity Committee in its efforts to address employee satisfaction and other issues.
- Supported participation of staff in countywide diversity efforts.
- Continued to support the countywide transition to PeopleSoft by encouraging staff training on the various PeopleSoft modules.

2003-05 Objectives

Strategic Initiative – Kids

- Continue to sponsor the Student Poll Worker Program for high school seniors.



- Continue to make polling booths and mock voting materials available for local school programs.
- Continue to support high school voter registration programs for eligible students.
- Ensure poll workers are trained to know children are allowed to accompany parents into the polling booth.

Strategic Initiative – The Environment

- Continue to provide information on countywide environmental issues to citizens of San Diego County by advertising these issues on filler pages printed in the Sample Ballot Pamphlet mailed to all registered voters for both the March 2004 and November 2004 elections.
- Continue the Department's practice of recycling discarded election supplies.
- Continue to support the County's energy conservation efforts and implement energy-saving actions when possible.

Strategic Initiative – Safe and Livable Communities

- Maintain practice of protecting confidential information through existing protocol and procedures.
- Maintain practice of referring all complaints of voter fraud or abuse of the voter registration file to the District Attorney for investigation.
- Maintain the accuracy and integrity of the voter file by identifying and removing/updating voter registration records in accordance with State and Federal law.

- Successfully conduct the March 2004 Presidential Primary and November 2004 Presidential General Elections using a new Direct Record Electronic Voting System.

Changes from 2002-03 Adopted

Expenditure

- Proposed increase in Salaries & Benefits of \$273,000 is due to negotiated salary and benefit increases.
- Proposed increase in Services and Supplies of \$133,000 is due to a shared major maintenance project at the Ruffin Road Annex
- Proposed new reserve designation of \$1.2 million to provide sustaining funding for those election years with few billable participating jurisdictions.

Revenue

- Revenues decreased by \$591,500 because fewer billable jurisdictions participate in the Presidential Primary Election compared to the Gubernatorial General Election.
- Proposed \$1.2 million in Fund Balance to fund the reserve designation.

Staffing

- Proposed addition of one position to assist with ERP implementation.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Registered Voters	1,400,000	1,350,000	1,400,000	1,400,000
Cost per Contest per Registered Voter	.08	.10	.10	.10
Removal and Updates to Voter Rolls	500,000	500,000	500,000	500,000
Overall Customer Satisfaction Rating*	4.6	4.6	4.6	4.6
Number of Fixed Locations to facilitate Voter Registration	395	395	400	400

* Scale of 1-5, with 5 being better.



Registrar of Voters

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Registrar of Voters	49.00	50.00	2.04	50.00	0.00
Total	49.00	50.00	2.04	50.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Registrar of Voters	\$ 8,329,643	\$ 9,506,203	14.12	\$ 8,437,116	(11.25)
Total	\$ 8,329,643	\$ 9,506,203	14.12	\$ 8,437,116	(11.25)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 3,690,990	\$ 3,963,626	7.39	\$ 4,249,762	7.22
Services & Supplies	4,155,870	4,288,577	3.19	4,150,992	(3.21)
Other Charges	6,000	4,000	(33.33)	—	(100.00)
Fixed Assets Equipment	45,000	50,000	11.11	—	(100.00)
Reserve/Designation Increase	—	1,200,000	(100.00)	—	(100.00)
Management Reserves	431,783	—	(100.00)	36,362	(100.00)
Total	\$ 8,329,643	\$ 9,506,203	14.12	\$ 8,437,116	(11.25)

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	876,836	2,205,835	151.57	—	(100.00)
Intergovernmental Revenues	447,500	600,000	34.08	600,000	0.00
Charges For Current Services	1,756,000	1,017,000	(42.08)	1,955,000	92.23
Miscellaneous Revenues	170,000	165,000	(2.94)	165,000	0.00
General Revenue Allocation	5,079,307	5,518,368	8.64	5,717,116	3.60
Total	\$ 8,329,643	\$ 9,506,203	14.12	\$ 8,437,116	(11.25)

Finance and General Government Group

Finance and General Government Group

.....
**Finance and General Government Group
Summary & Executive Office**
.....

Board of Supervisors
.....

Assessor / Recorder / County Clerk
.....

Treasurer / Tax Collector
.....

Chief Administrative Office
.....

Auditor and Controller
.....

County Technology Office
.....

Civil Service Commission
.....

Clerk of the Board of Supervisors
.....

County Counsel
.....

Grand Jury
.....

Human Resources
.....

Media and Public Relations
.....

CAC Major Maintenance
.....

Finance and General Government Group & Executive Office



Group Description

The Finance and General Government Group provides a broad array of services to a wide range of customers. In general, services fall into three groups. The first is backbone support for County government (legislative, fiscal control, treasury, human resources, legal, telecommunications, and data processing). The second is local public agency support, which includes property assessment, tax collection, and pooled investment services. The third group is direct public services such as document recordings, marriage licenses, birth certificates, passport applications, and County Television Network (CTN) programming.

Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to County residents, other local public agencies, County departments and individual County employees that are consistent with Federal, State and local requirements.

2002-03 Accomplishments

Fiscal Stability

- Sustained the current favorable ratings for credit and the Treasurer's Investment Pool.
- Continued the implementation of strategies to protect funding for core County programs essential for public health and safety.
- Maintained a structurally-balanced budget in light of potentially drastic reductions in State revenue by continuing to balance prudent cash reserves with operational needs.
- Leveraged the new GASB 34 financial reporting model to improve the management of assets and liabilities.
- Achieved and maintained a high level of financial expertise within County management by developing and implementing a comprehensive financial management training program.

Crime Prevention

- Ensured that information promoting crime prevention was available to the public via CTN, media outreach, publications, and the Internet.

Environment

- Ensured that information promoting protection of our environment was available to the public via CTN, media outreach, publications, and the Internet.
- Provided litigation support to the enforcement of County Code violations, thus promoting the health, safety, peace, and quiet of our communities.
- Provided legal assistance support to the implementation of the regional Clean Water Strategic Plan, as well as to the full compliance with state and Federal requirements governing stormwater programs.

Self Sufficiency

- Ensured that information promoting self sufficiency was available to the public via CTN, media outreach, publications, and the Internet.
- Provided quarterly training to social workers to assist them in the performance of their duties in accordance with state law.



Health and Wellness

- Ensured that information promoting health and wellness was available to the public via CTN, media outreach, publications, and the Internet.
- Continued to provide, and encouraged the use of, a comprehensive benefit package for County employees, thus promoting the health and wellness of these 18,000 County residents and their families.

Technology

- Managed Information Technology as an asset to reduce the cost of doing business, and to enable enhancements in customer service.
- Continued implementation of the Enterprise Resource Planning (ERP) system for the human resource, financial, and performance management functions.
- Continued Business Process Reengineering (BPR) efforts to expand and fully utilize the above new system.
- Completed the transformation of all 14,000 terminals and personal computers with state-of-the-art workstations running current releases of operating systems, including a single enterprise e-mail system.
- Continued to analyze all County department telephone processes and reengineer where appropriate to take advantage of new telephone system functionality, to include Automatic Call Distribution, auto-attendants, and Interactive Voice Response.

Human Resources Modernization

- Continued the comprehensive review of the County's classification system, and began its implementation.
- Piloted the newly developed Supervisory Academy.
- Began coordination of the development of Personal Development Plans and Executive Development Plans for all employees with the County's Diversity Initiatives.

Workplace Improvement

- Continued to assist in the process of developing and adopting Countywide workstation and workplace standards.
- Furthered energy conservation measures in County facilities to reduce demand by 10%.

Continuous Improvement

- Expanded and refined the use of the "Balanced Scorecard" in County decision-making.
- Continued to foster trust and open communications with employees.
- Utilized employee process improvement teams to assist in achieving the County's strategic initiatives.
- Ensured Operational Incentive Plan and Quality First goals were aligned with the Strategic Plan.
- Continued to monitor and improve customer service by using customer satisfaction surveys, Mystery Shoppers, and other forms of customer feedback.
- Developed performance measurements to assess performance in the delivery of County services.

Regional Leadership

- Continued to educate government representatives, local stakeholders, and opinion leaders on the Strategic Plan and the General Management System.
- Maximized opportunities to expand the County's role and influence in Statewide forums, to promote Board policies and best-in-class governance practices

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Prioritize program needs within the context of our three Strategic Initiatives: Kids, The Environment, and Safe and Livable Communities.



- Maintain a structurally-balanced budget in light of potentially drastic reductions in State revenue by continuing to balance prudent cash reserves with operational needs, and balancing the County budget without the use of one-time funding for ongoing needs.
- Manage attrition and maximize planning efforts to appropriately size the County workforce and minimize employee layoffs.
- Continue to educate government representatives, local stakeholders, and opinion leaders on the Strategic Plan and the General Management System.
- Work closely with State legislators and the California State Association of Counties (CSAC) to protect local government revenue sources.
- Sustain the current favorable ratings for credit and the Treasurer's Investment Pool.
- Recruit and identify executive management staff capable of implementing and enhancing the General Management System.
- Produce and air CTN programs, segments and Public Service Announcements that promote the County's Strategic Initiatives.
- Provide management and oversight of IT Contractor, as well as technical support for large IT initiatives and IT strategic planning efforts for County departments providing services directly related to achieving the County's strategic initiatives.

Strategic Initiative – Kids

- Provide workshops, internships and job shadowing days for children housed in County facilities, Monarch School, San Pasqual Academy and other school districts to encourage and support student's efforts to identify career choices and job preparation.
- Provide benefits to County employees and their families to ensure that the children of County of San Diego employees have access to healthcare.

- Assist HHSA to improve independent skills for dependent youth and to achieve a higher rate of high school graduation for foster youth.
- Collaborate with HHSA Children's Services and Courts to provide permanency for dependent children.
- Collect revenue supporting specific programs for the benefit of children, including the Infant Mortality Review Program, the Battered Children's Fund, and funding for the Domestic Violence program.
- Continue to support and provide active participation in Community charitable causes that support and care for children to include County Employees Charitable Organization (CECO), Polinsky Children's Center, the San Pasqual Academy, and the March of Dimes.

Strategic Initiative – The Environment

- Develop a ten-year facility maintenance plan for the County Administration Center (CAC).
- Provide quality legal assistance to County departments that support the County's land use and environment goals, such as providing litigation support to enforce County Code violations and assisting with the implementation of the regional Clean Water Strategic Plan, ensuring its full compliance with State and Federal requirements governing stormwater programs.
- In conjunction with the Land Use and Environment Group, provide training to employees regarding Stormwater Pollution Prevention.
- Convert pre-printed hardcopy tax bills to electronic bills to reduce repetitive processes and conserve resources.

Strategic Initiative – Safe and Livable Communities

- Continue safety and emergency response training for employees.
- Enforce the safety code in tenant improvement projects at the CAC.



- Provide quality legal services supporting law enforcement's efforts to facilitate safe and livable communities.
- Train client department staff to recognize and avoid liability risks inherent in their duties.
- Conduct comprehensive workers compensation analysis of the Probation Department to reduce injuries and associated lost time.
- In conjunction with the Public Safety Group, assist in the development and implementation of retention plans for the critical skills classifications within their organizations.
- Collect revenue supporting specific programs that promote safe and livable communities, such as Criminal Justice, Disaster Preparedness, Conciliation Court, and District Attorney's real estate fraud.

Executive Office Changes from 2002-03 Adopted

Expenditure

- The budget is decreasing by \$23.7 million due to the reduction of transitional support costs for the ERP project.

Revenue

- The budget is decreasing by \$16 million due to the reduced use of fund balance savings to fund one-time activities associated with the ERP project.

Staffing

- Net increase of 9.75 staff years is a result of 7.5 staff years that were transferred from the Auditor and Controller during Fiscal Year 2002-03 to provide support for the ERP project, and 5 positions (2.25 staff years) that were increased to full-time funding.



Finance and General Government Group & Executive Office

Staffing by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Executive Offices	13.00	22.75	75.00	22.75	0.00
Board of Supervisors	62.00	62.00	0.00	62.00	0.00
Assessor / Recorder / County Clerk	462.00	462.00	0.00	462.00	0.00
Treasurer / Tax Collector	123.00	123.00	0.00	123.00	0.00
Chief Administrative Office	19.00	16.50	(13.16)	16.50	0.00
Auditor and Controller	284.00	277.50	(2.29)	277.50	0.00
County Technology Office	18.00	18.00	0.00	18.00	0.00
Civil Service Commission	4.00	4.00	0.00	4.00	0.00
Clerk of the Board of Supervisors	37.00	37.00	0.00	37.00	0.00
County Counsel	137.00	137.00	0.00	137.00	0.00
Grand Jury	—	1.00	(100.00)	1.00	0.00
Human Resources	121.00	121.00	0.00	121.00	0.00
Media and Public Relations	22.00	22.00	0.00	22.00	0.00
Total	1,302.00	1,303.75	0.13	1,303.75	0.00



Finance and General Government Group & Executive Office

Expenditures by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Executive Offices	\$ 42,329,373	\$ 18,660,153	(55.92)	\$ 16,723,547	(10.38)
Board of Supervisors	5,446,766	6,201,838	13.86	6,397,195	3.15
Assessor / Recorder / County Clerk	38,793,588	43,679,155	12.59	45,668,500	4.55
Treasurer / Tax Collector	12,197,458	13,012,360	6.68	13,625,094	4.71
Chief Administrative Office	3,662,969	3,946,497	7.74	4,050,741	2.64
Auditor and Controller	26,833,279	27,871,528	3.87	28,579,563	2.54
County Technology Office	125,462,987	130,112,491	3.71	128,677,991	(1.10)
Civil Service Commission	406,451	337,819	(16.89)	297,098	(12.05)
Clerk of the Board of Supervisors	5,424,278	5,611,381	3.45	5,763,437	2.71
County Counsel	15,202,931	17,531,975	15.32	18,525,657	5.67
Grand Jury	—	486,236	(100.00)	489,680	0.71
Human Resources	16,950,279	18,566,465	9.53	18,581,198	0.08
Media and Public Relations	2,163,879	2,444,357	12.96	2,522,694	3.20
CAC Major Maintenance	1,133,800	778,800	(31.31)	778,800	0.00
Total	\$ 296,008,038	\$ 289,241,055	(2.29)	\$ 290,681,195	0.50



Finance and General Government Group & Executive Office

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Executive Offices	13.00	22.75	75.00	22.75	0.00
Total	13.00	22.75	75.00	22.75	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Executive Offices	\$ 42,329,373	\$ 18,660,153	(55.92)	\$ 16,723,547	(10.38)
Total	\$ 42,329,373	\$ 18,660,153	(55.92)	\$ 16,723,547	(10.38)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 4,776,890	\$ 2,758,207	(42.26)	\$ 3,092,123	12.11
Services & Supplies	14,965,973	13,901,946	(7.11)	11,631,424	(16.33)
Reserve/Designation Increase	11,916,000	—	(100.00)	—	(100.00)
Operating Transfers Out	70,510	—	(100.00)	—	(100.00)
Management Reserves	10,600,000	2,000,000	(81.13)	2,000,000	0.00
Total	\$ 42,329,373	\$ 18,660,153	(55.92)	\$ 16,723,547	(10.38)

Budget by Categories of Revenue

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Reserve/Designation Decreases	—	3,238,200	(100.00)	3,238,200	0.00
Fund Balance	28,000,000	8,702,220	(68.92)	6,153,800	(29.28)
General Revenue Allocation	14,329,373	6,719,733	(53.11)	7,331,547	9.10
Total	\$ 42,329,373	\$ 18,660,153	(55.92)	\$ 16,723,547	(10.38)



Board of Supervisors



Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisory District) of the County.

Board General Office

The Board General Office, under direction from the Clerk of the Board of Supervisors, provides support to the main reception area of the Board of Supervisors.

District 1

Supervisor Greg Cox represents more than 556,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Mission Bay in the north to the U.S./Mexico international border. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Crown Point, Grant Hill, La Playa, Lincoln Park, Logan Heights, Loma Portal, Memorial, Midway, Mission Beach, Mount Hope, Mountain View, Nestor, Ocean Beach, Otay, Palm City, Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, Stockton, Sunset Cliffs, and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres, and Otay Mesa.

Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government effective, responsible and visionary while ensuring its accessibility and responsiveness to citizens. Supervisor Cox's staff assists him in policy development, research, and review of the County budget and operations.

The District 1 budget reflects the appropriate professional staffing level for policy analysis, constituent services and an active student intern program.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government to better serve residents by increasing public safety resources; reforming San Diego County's welfare system; promoting the interests of children, youth and families; supporting the County's foster teens through projects like the San Pasqual Academy; ensuring the long-term environmental health of San Diego's beaches and bays with efforts such as Project Clean Water; developing relationships across the international border with Mexico to address issues of bi-national significance; and preserving open space while providing recreational opportunities through the creation of the Otay Valley Regional Park, and the expansion of the Sweetwater Regional Park, and the Tijuana River Valley Regional Park.

District 2

Supervisor Dianne Jacob represents more than 552,000 residents, including 256,000 unincorporated residents, living in 2,000 square miles of the majestic eastern portion of San Diego County. The Second Supervisorial District is geographically the largest of the five supervisorial districts with more unincorporated area residents than the other four districts combined. The Second District includes the cities of Poway, El Cajon, La Mesa, Lemon Grove, Santee and the communities of Allied Gardens, Del Cerro, Grantville and Rolando in the City of San Diego; the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite



Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate and Vallecitos; as well as the Indian Reservations of Barona, Campo, Cosmit, Cuyapaipa, Inaja, Jamul, LaPosta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. Because of the large unincorporated areas in the Second District where residents rely on County Government for most local government services, residents have more contact and request more services from their County Supervisor than in more urbanized districts.

District 3

District Three Supervisor Pam Slater represents more than 578,000 residents. The district extends from Pacific Beach to Encinitas along the coast, then from Carmel Valley and Sorrento Hills, the Third District stretches east to Mira Mesa and Scripps Ranch. Along the Interstate 15 corridor, the district takes in the communities of Tierrasanta, San Carlos, Rancho Penasquitos, Carmel Mountain, Sabre Springs, Rancho Bernardo and the City of Escondido. The office budget reflects staffing commensurate with the size of the district, its population growth and the myriad of services provided to the constituents. The budget also reflects a quality service relationship with the Third District's population. District Three requires diverse services and professional skills by the members of the Third District staff. District Three's boundaries include a wide variety of industry, education, environmental issues and research facilities, retail, farming, the highest concentration of tourism, and five city governments. The district office reflects the business, education, environmental concerns and population diversity of the district. District Three is a growing, vibrant area. Population growth can be attributed to not only climate and lifestyle, but to the many economic opportunities available. County government must do its share to promote quality of life through economic prosperity, environmental protection and appropriate services such as parks and libraries.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. More than 500,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues - from improving the plight of foster children and preserving public safety, to making sure that the County of San Diego remains one of the best managed counties in America. Because most of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, air quality, water quality, probation, and operation of the jail system. The County's Fourth Supervisorial District spans almost 70 square miles, extending north to University City, west to Old Town, east to the College Area, and south to Paradise Hills. The district also includes the neighborhoods of Bay Park, Chollas View, City Heights, Downtown San Diego (part), Encanto, Hillcrest, Golden Hill, Kearny Mesa, Kensington, Linda Vista, Little Italy, Mission Hills, Mission Valley, Montgomery Field, Morena, Normal Heights, North Park, Oak Park, Old Town, Serra Mesa, Skyline, South Park, Talmadge Park, and University Heights. Points of interest within the district include Old Town State Historic Park, Balboa Park and the world-famous San Diego Zoo.

District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert.



The district, with nearly 1,800 square miles, is a vast resource of nature, industry and agriculture. Nearly 550,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's improved health care, public safety and new relationships with faith-based groups.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, DeLuz, Del Dios, Eagles Nest, Eden Valley, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Costa, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Lilac, Morettis, Live Oak Park, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs and Winterwarm. The district is also home to the Indian

Reservations of La Jolla, Los Coyotes, Mesa Grande, Pale, Puma, Rincon, and San Casual. Also within the district boundaries are vast areas of National Forest, State Park lands, and the United States Naval Weapons Station at Fallbrook. Supervisor Horn is an avocado rancher, so agriculture remains close to his heart. Agriculture is a major industry in the Fifth District (the fourth most important in the County), with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded, inland valleys and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego desert.

Tourism and industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista and San Marcos. Many of the major golf club makers are also part of the business success of the Fifth District. Supervisor Horn is committed to balanced growth and environmental care.



Board of Supervisors

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Board of Supervisors District 1	11.00	11.00	0.00	11.00	0.00
Board of Supervisors District 2	12.00	12.00	0.00	12.00	0.00
Board of Supervisors District 3	12.00	12.00	0.00	12.00	0.00
Board of Supervisors District 4	12.00	12.00	0.00	12.00	0.00
Board of Supervisors District 5	13.00	13.00	0.00	13.00	0.00
Board of Supervisors General Offices	2.00	2.00	0.00	2.00	0.00
Total	62.00	62.00	0.00	62.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Board of Supervisors District 1	\$ 828,185	\$ 1,027,346	24.05	\$ 1,059,707	3.15
Board of Supervisors District 2	882,000	1,094,121	24.05	1,128,586	3.15
Board of Supervisors District 3	828,185	1,015,560	22.62	1,047,550	3.15
Board of Supervisors District 4	828,185	1,027,346	24.05	1,059,707	3.15
Board of Supervisors District 5	922,000	1,114,642	20.89	1,149,753	3.15
Board of Supervisors General Offices	1,158,211	922,823	(20.32)	951,892	3.15
Total	\$ 5,446,766	\$ 6,201,838	13.86	\$ 6,397,195	3.15

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 4,301,788	\$ 5,300,357	23.21	\$ 5,495,738	3.69
Services & Supplies	1,144,978	901,481	(21.27)	901,457	(0.00)
Total	\$ 5,446,766	\$ 6,201,838	13.86	\$ 6,397,195	3.15

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	678,706	—	(100.00)	—	(100.00)
General Revenue Allocation	4,768,060	6,201,838	30.07	6,397,195	3.15
Total	\$ 5,446,766	\$ 6,201,838	13.86	\$ 6,397,195	3.15

Assessor/Recorder/County Clerk



Department Description

The Assessor is mandated by the Constitution of the State of California to establish values and maintain records on all taxable property within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by the Government Code to examine, record, index, and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, to issue marriage licenses, offer civil marriage ceremonies, and to provide certified copies of vital records including birth certificates.

Mission Statement

To have fair and uniform assessments of all property, to obey and fully implement all property tax laws and to provide prompt and courteous service to the public. To provide for the orderly and expeditious recordation, archiving and retrieval of all records submitted using automation, wherever appropriate, to increase productivity and efficiency and to provide for the efficient distribution of copies of vital records immediately upon receiving a request from a member of the public.

2002-03 Accomplishments

Fiscal Stability

- Construction 70% completed on a County-owned building that will replace the existing leased Kearny Mesa office, the department's largest and most expensive facility.
- Banked funds for the future purchase of land to build a County-owned building to replace the leased San Marcos office.
- Continued to maintain a high level of customer satisfaction, over 96% of the 2,366 comments received were positive.

- Over one million documents were recorded in San Diego County.
- Continued to maintain fair and full valuation of all property within San Diego County.

Technology

- Completed the systems analysis for a new integrated Property Tax System.
- Continued evaluation of on-line electronic recording systems and methodologies that allow the remote recording of documents.
- Awarded a four-year contract to convert 25 million paper and film images into digital image format.
- Expanded services and information available to the public over the Internet.
- Designed a new Automated Recording System that will provide a more seamless, efficient, and cost-effective recording environment.
- Three additional years of recorded document images were made accessible to the public.
- Expanded the Assessor Recorder County Clerk (ARCC) Imaging file storage environment to ensure business continuity and accommodate future growth.



2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Continue to be a significant funding source for the County's Strategic Initiatives through the Property Transfer Taxes, associated property taxes, and Recording and County Clerk fees.

Strategic Initiative – Kids

- Collect revenue supporting the planning and evaluation of public health services for children, including the Infant Mortality Review Program, aiding in the prevention of fetal and infant deaths.
- Record judgments in an effort to collect funds from parents delinquent in their child support payments.
- Help the County's abused and neglected children by providing a service that allows customers to acquire a wedding photo for a donation to the Polinsky Children's Center.
- Support the Battered Children's Fund by continuing to collect fees funding the program.
- Continue to collect the marriage license fees funding Domestic Violence programs.

Strategic Initiative – The Environment

- Collect the Fish and Game filing fees used to defray costs of managing and protecting fish and wildlife resources.
- Support the California Environmental Quality Act (CEQA) by filing and posting environmental review public notices.

Strategic Initiative – Safe and Livable Communities

- Maintain fair and full valuation of all property within San Diego County.
- Collect the fees used to fund Criminal Justice services and disaster preparedness services provided to the County's citizens.
- Collect the fees funding the District Attorney's efforts to combat real estate fraud.
- Collect the fees funding the Conciliation Court.
- Collect revenue for the Monument Preservation Fund to ensure the surveying of property in the County is fair and equitable.

Changes from 2002-03 Adopted

Expenditure

- Increase in Salaries and Benefits expenditures of \$5.25 million is due to negotiated labor contracts.
- Decrease in Services and Supplies and Fixed Asset expenditures of \$.4 million is due primarily to lower department facility lease costs with the move to the new County owned Kearny Mesa facility.

Revenue

- Over \$6.1 million increase in revenues, including increases of \$4.2 million in recording-related revenues, \$1.6 million increase in property tax administration reimbursement and \$403,000 in County Clerk revenues.
- While salary and benefits are increasing by over \$5.25 million, through service and supplies and fixed asset cost reductions and a \$6.1 million growth in program revenue, the department's net cost will be reduced.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Assessment Appeals Cases completed within two years* ¹	N/A	100%	100%	100%
Business Audits Performed	1,184	1,070	1,100	1,000
Number of Documents Recorded/Examined	1,000,000	1,550,000	1,300,000	1,300,000
Recorded Documents and Vital Records copied	295,000	296,000	290,000	295,000
Fictitious Business Name Filings	35,000	35,000	35,000	35,000

* Unless received a waiver

¹ New Performance Measure for 2003-04



Assessor/Recorder/County Clerk

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Property Valuation ID	295.50	294.50	(0.34)	294.50	0.00
Recorder / County Clerk	131.00	131.00	0.00	131.00	0.00
Public Information Services	19.50	19.50	0.00	19.50	0.00
Management Support	16.00	17.00	6.25	17.00	0.00
Total	462.00	462.00	0.00	462.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Property Valuation ID	\$ 24,332,711	\$ 27,611,803	13.48	\$ 28,887,260	4.62
Recorder / County Clerk	10,740,511	11,910,062	10.89	12,470,497	4.71
Public Information Services	1,270,345	1,443,496	13.63	1,509,158	4.55
Management Support	2,450,021	2,713,794	10.77	2,801,585	3.23
Total	\$ 38,793,588	\$ 43,679,155	12.59	\$ 45,668,500	4.55

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 26,649,903	\$ 31,900,111	19.70	\$ 33,892,416	6.25
Services & Supplies	11,818,685	11,504,044	(2.66)	11,501,084	(0.03)
Fixed Assets Equipment	325,000	275,000	(15.38)	275,000	0.00
Total	\$ 38,793,588	\$ 43,679,155	12.59	\$ 45,668,500	4.55

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Licenses Permits & Franchises	430,000	440,000	2.33	440,000	0.00
Revenue From Use of Money & Property	—	50,934	(100.00)	140,000	174.87
Charges For Current Services	27,260,294	33,401,853	22.53	35,106,853	5.10
Miscellaneous Revenues	30,000	30,000	0.00	30,000	0.00
General Revenue Allocation	11,073,294	9,756,368	(11.89)	9,951,647	2.00
Total	\$ 38,793,588	\$ 43,679,155	12.59	\$ 45,668,500	4.55

Treasurer-Tax Collector



Department Description

The Treasurer-Tax Collector (TT-C) provides investment, banking, and other financial services to public agencies located within the County of San Diego and collects all local property taxes. The office manages the Treasurer's \$4.1 billion investment funds, bills and collects \$2.6 billion in property taxes annually, establishes and maintains all banking relationships for the County, administers the County's Deferred Compensation Plans, and serves as Paying Agent and Fiscal Agent for various local agency bond issues. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency and value while maintaining the highest levels of customer service and satisfaction.

2002-03 Accomplishments

Fiscal Stability

- Collected over \$2.6 billion in property taxes for schools, local agencies, cities and the County.
- Collected 98% of secured taxes and 99% of unsecured taxes.
- Mailed tax bills earlier resulting in a 22% increase in cash flow.
- Enhanced automated mail extraction processes and implemented document management to expedite payment processing.
- Increased Uniform Tourist Tax collections by 27%.
- Maintained the current AAf/S1 rating from Standard & Poor's for the Investment Pool.
- Met requirements for three National Association of Counties awards.

- Awarded the Government Finance Officers Association Certificate of Achievement for Financial Reporting for the Investment Pool.
- Maintained proper accountability of \$4.1 billion in the County Treasury.
- Made funds available to Investment Pool participants as needed by providing quality banking services.
- Escheated \$144,000 in unclaimed funds.
- Implemented the Deferred Compensation Terminal Pay Program (169 participants/\$1.9 million payoff benefits).

Technology

- Increased collections by \$5.2 million through expansion of the Integrated Voice Response System, implementing Rapid Pay and enhanced E-Check services.
- Reduced processing time of address changes and tax sale applications by adding new functionality to the TT-C website.
- Reduced internal processing time by implementing a shared database with the Assessor to process Mobile Home Tax Clearance Certificates.
- Purged 20 years of obsolete electronic records and developed a business process for annual purging.



- Reduced processing time of tax bill requests through the establishment of a designated e-mail account for mortgage companies and taxing agencies.
- Cross-walked legacy Accounting Resource Management System (ARMS) data in TT-C applications to Oracle financial data in preparation of Enterprise Resource Planning (ERP) system implementation.
- Converted property tax e-commerce platform to Oracle/ Web SQL in alignment with ERP implementation.
- Increased potential Investment Pool earnings by \$125,000 by upgrading investment financial applications.
- Successfully partnered with Pennant Alliance to complete transformation of 174 desktops.
- Responded to customer e-mails within 24 hours.
- Converted wire transfer application to a web-based server to increase productivity and reduce costs.
- Complete upgrade of the Investment Financial System in alignment with ERP implementation.
- Improve, update and organize departmental policies and procedures to maximize available funding to sponsor programs focused on supporting the County's strategic initiatives.
- Improve departmental policies and procedures to enhance communication with constituents.
- Continue to expand Deferred Compensation information on the Web.
- Improve policies and procedures for bond payment administration and accounting.
- Continue efforts to ensure collection of all increase Uniform Tourist Tax revenue due to the County.

Human Resources Modernization

- Expanded Deferred Compensation information on the Web by implementing "mPower" and adding enrollment forms online.
- Added Retirement Enhancement informational video to the TT-C homepage to promote employee education.

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Enhance e-commerce system to streamline payment processing and provide more efficient payment options.
- Interface Oracle with property tax legacy systems in preparation for ERP.
- Collect 98% of secured taxes and 99% of unsecured taxes.

Strategic Initiative – Kids

- Expand and improve Deferred Compensation education, information and services for employees and their families.

Strategic Initiative – The Environment

- Replace e-commerce Automated Clearing House (ACH) processor to streamline wire transfers, which maximizes the rate of return on investments made by Special Districts who fund programs targeted at enhancing the environment
- Convert pre-printed hardcopy tax bills to electronic bills to reduce repetitive processes and conserve resources.

Strategic Initiative – Safe and Livable Communities

- Continue to improve processing of Mobile Home Tax Clearance certificates by creating online application.

Changes from 2002-03 Adopted

Expenditure

- Increase in Salaries and Benefits expenditures of \$1.3 million is due to negotiated labor contracts.



- Decrease in Services and Supplies expenditures of approximately \$0.5 million is due to reduction in discretionary IT costs of \$0.3 million and a reduction in professional services of \$0.2 million.

Revenue

- Increase in Charges for Current Services revenue of approximately \$0.7 million is due to anticipated increase in pooled money revenue, which will offset net cost increases.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Secured Taxes Collected (\$ Millions)	\$2,542	\$2,653	\$2,859	\$3,058
Unsecured Taxes Collected (\$ Millions)	\$137	\$135	\$148	\$161
Rate of Return on Investment Pool (%)	4.25%	2.25%	2.25%	2.75%
Deferred Compensation Accounts	20,500	20,510	20,600	20,650
Customer Satisfaction Ratings (1-5)	4.6	4.6	4.6	4.6

Taxes collected and rate of return on the Investment Pool are key performance indicators for the Tax Collection and Treasury programs respectively. These measures are strongly affected by economic conditions. The County receives about 14% of taxes collected with the majority going to schools, cities, and special districts.



Treasurer-Tax Collector

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Treasury	40.00	39.00	(2.50)	39.00	0.00
Tax Collection	75.00	75.00	0.00	75.00	0.00
Administration - Treasurer / Tax Collector	8.00	9.00	12.50	9.00	0.00
Total	123.00	123.00	0.00	123.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Treasury	\$ 4,730,430	\$ 4,813,090	1.75	\$ 4,919,897	2.22
Tax Collection	6,587,394	7,087,679	7.59	7,538,128	6.36
Administration - Treasurer / Tax Collector	879,634	1,111,591	26.37	1,167,069	4.99
Total	\$ 12,197,458	\$ 13,012,360	6.68	\$ 13,625,094	4.71

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 6,698,730	\$ 8,007,818	19.54	\$ 8,539,918	6.64
Services & Supplies	5,468,728	5,004,542	(8.49)	5,085,176	1.61
Fixed Assets Equipment	30,000	—	(100.00)	—	(100.00)
Total	\$ 12,197,458	\$ 13,012,360	6.68	\$ 13,625,094	4.71

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	618,600	—	(100.00)	—	(100.00)
Fines, Forfeitures & Penalties	664,525	664,525	0.00	664,525	0.00
Charges For Current Services	5,440,460	6,115,134	12.40	6,536,441	6.89
Miscellaneous Revenues	35,512	35,512	0.00	35,512	0.00
General Revenue Allocation	5,438,361	6,197,189	13.95	6,388,616	3.09
Total	\$ 12,197,458	\$ 13,012,360	6.68	\$ 13,625,094	4.71

Chief Administrative Office



Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors, achieving the County's overall mission, goals, and objectives through the County's Agency and Groups.

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to citizens' needs and priorities, effectively implementing the policy direction of the Board of Supervisors and efficiently managing the day-to-day operations and functions of County Government.

2002-03 Accomplishments

Fiscal Stability

- Maintained a structurally-balanced budget ending the Fiscal Year without a deficit, in spite of State fiscal crisis.
- Maintained prudent cash reserves.
- Sustained the County's favorable bond rating and the Treasurer's Investment Pool.
- Leveraged the new GASB 34 financial reporting model to improve the management of assets and liabilities.

Crime Prevention/Public Safety

- Improved the County's terrorism preparedness activities, by establishing multi-disciplinary teams across the organization to address public health, environmental health and security; and establishing the County's Office of Emergency Services.
- Leveraged State and Federal funds for terrorism preparedness capabilities.

- Applied to have the Sheriff's Crime Lab receive forensic laboratory accreditation by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB), with accreditation decision pending.
- Fully implemented the Substance Abuse and Crime Prevention Act (Proposition 36) and advocated legislative amendments to improve the outcomes from the substance abuse treatment opportunities provided under that Act.
- Augmented coordination of mental health services and alcohol/drug treatment services to improve the quality of behavioral health services, including programs that address the growing number of dually-diagnosed cases.
- Strengthened links between the juvenile correctional system and Children's Mental Health services.
- Enhanced linkages between Children's Mental Health Services and Adult Mental Health Services to ensure a continuum of care for youth transitioning into adulthood without a break in service.
- Ensured timely assistance to elder abuse victims through emergency call centers.
- Promoted more cohesive communities and neighborhood revitalization through the Building Blocks for Better Neighborhoods program.

Environment

- Implemented the Jurisdictional Urban Runoff Management Plan.



- Continued development of an action plan for implementation of the regional Clean Water Strategic Plan.
- Made significant progress toward completion of General Plan 2020 including a transportation circulation element and amendments to the Zoning ordinance.
- Continued habitat preservation efforts to protect endangered species by acquiring property in the Multiple Species Conservation Program (MSCP)-approved area and maintaining MSCP preserves, with over 84,000 acres of open space acquired to date.
- Developed and implemented pro-active, regional responses to a variety of public, environmental and agricultural health threats including West Nile Virus, Bark Beetle, Mexican Fruit Fly and Newcastle Disease.
- Strengthened working relationships with all 17 Tribal Governments in the County and prepared a first-of-its-kind comprehensive study on the impacts of Tribal economic development projects.

Self Sufficiency

- Conducted a one-year evaluation of the award-winning San Pasqual Academy and graduated the first class of students.
- Implemented state-of-the-art senior and intergenerational services.
- Implemented the In-Home Supportive Services (IHSS) Public Authority benefiting those who provide in-home assistance to low-income seniors and people with disabilities.
- Enhanced child welfare services to meet the emotional and developmental needs of abused and neglected children.
- Sustained County and community-sponsored efforts to fully immunize children by age 2.

- Established a funding strategy to assist families in Public Housing and the Section 8 Housing Assistance Program by providing youth enrichment programs, educational scholarships, and computer training.
- Developed additional transitional housing opportunities and services for emancipated foster youth, reunifying parents, seniors, and victims of domestic violence.

Health and Wellness

- Conducted a successful assessment of the region's trauma system.
- Expanded County Medical Services to provide additional County residents with access to health care.
- Implemented a Countywide, web-based application process for Medi-Cal and Healthy Families programs using Health E-App.
- Supported the creation of the San Diego County Coalition on Children and Weight through a public-private partnership.
- Implemented an Asthma Management best practices campaign for medical providers and caregivers of children with asthma, to address what has become the leading serious chronic illness among San Diego County children.

Technology

- Completed the transformation of all 14,000 terminals and personal computers with state-of-the-art workstations running current releases of operating systems, including a single enterprise e-mail system.
- Successfully implemented new payroll system.
- Installed Automatic Call Distribution, auto-attendants and Interactive Voice Response in numerous departments to improve customer service.



- Upgraded the Quality Assurance Network and continued application software enhancements to provide a vital communication link in medical disasters and acts of domestic terrorism.
- Developed a strategy and plan to move from the current punch card voting system to a new certified system by 2004.

Customer Service Improvements

- Implemented a web-based employment application system.
- Established a network of satellite HR offices to better serve employment applicants and employees.
- Continued major maintenance program for all County facilities to prevent future backlogs and improve customer facilities.
- Completed construction and opened the Valley Center, Spring Valley, and Cardiff libraries.
- Successful selection of Julian Library for Proposition 14 Bond Act Funding and submittal of Alpine and Fallbrook libraries for Round 3 funding in FY03-04.
- Successfully conducted the November 5, 2002 Gubernatorial General Election with immediate electronic results available to the public and media.

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

San Diego County is committed to operating within the principals and disciplines of its General Management System (GMS). The Chief Administrative Officer will use the following principals, derived from the County's GMS, to achieve and maintain operational excellence throughout Fiscal Years 2003-05, despite the difficult and uncertain financial circumstances expected to exist because of the State of California's fiscal crisis. The Chief Administrative Office and County management team will:

- Prioritize program needs within the context of our three Strategic Initiatives: Kids, Environment and Safe & Livable Communities.

Maintain the discipline of matching one-time funding with one-time projects and ongoing resources with ongoing services.

Maintain prudent reserves for their intended purpose.

Manage attrition and maximize planning efforts to appropriately size the County workforce and minimize employee layoffs.

Work closely with State legislators and the California State Association of Counties (CSAC) to protect local government revenue sources.

Retain the County's high bond ratings.

Develop alternative plans to continue major capital programs with minimal funding impacts even though completion dates may be extended.

Strategic Initiative – Kids

The CAO will work to implement all objectives within the Kids Initiative, improving opportunities for children:

- Encourage healthy behaviors and address children's health issues to help ensure healthy adulthood.
- Link eligible needy children to no-cost and low-cost healthcare coverage.
- Provide quality care and supportive services for at-risk youth and children in the dependency system to create a nurturing environment that enables and encourages them to succeed.
- Address and prevent the harmful effects on youth of exposure to violence.
- Support families with children as they transition from welfare to work and seek self-sufficiency.



- Create enriching experiences to engage youth and their families in activities that will help them reach their full potential as adults.

Strategic Initiative – The Environment

- The CAO will work to implement all objectives within the Environment Initiative, promoting natural resource management strategies that ensure environmental preservation, quality of life and economic development.
- Implement habitat conservation programs.
- Develop and implement land use planning strategies that address the issues, needs, and concerns of both the present and the future.
- Balance housing, open space preservation, and economic development needs on behalf of residents, taxpayers, and businesses.
- Implement a strategy to improve the water quality of our streams, rivers, bays, and ocean.
- Reduce environmental risk through regulation, intergovernmental collaboration, and leveraging public and private resources.
- Decrease conflict over land use and actively facilitate responsible development.

Strategic Initiative – Safe and Livable Communities

The CAO will work to implement all objectives within the Safe and Livable Communities Initiative that promote safe and livable communities.

- Increase community residents' accountability for public safety.
- Address primary contributors to crime, including substance abuse, truancy, illiteracy, and mental health problems.

- Enhance efforts to stop domestic violence, focusing on prevention, victim support, and reducing recidivism.
- Improve emergency preparedness, response, recovery and mitigation capabilities for both natural and man-made disasters.
- Promote the health and well being of adults and seniors.
- Help residents find safe and affordable housing.
- Promote wellness and self-sufficiency.
- Develop techniques to attract businesses to all economic sub-regions of the County.
- Maintain and expand parks.
- Expand access to information resources for all residents.
- Develop and support services, programs, and initiatives that enrich our residents' quality of life.

Changes from 2002-03 Adopted

Expenditure

- Net increase in Salaries and Benefits expenditures of approximately \$118,000 is due to negotiated labor contracts.
- Increase in Services and Supplies expenditures of approximately \$ 200,000 is primarily due to increases in contracted government relations services.

Revenue

- Decrease in Intergovernmental Revenue of \$19,200 is due to reduction in Federal Aid Housing and Urban Development (HUD) Community Development Block Grant (CDBG) revenue.

Staffing

- Decrease in 2.5 staff years is a result of the part-time funding of five positions.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Executive Office	10.00	8.50	(15.00)	8.50	0.00
Office of Intergovernmental Affairs	5.00	4.00	(20.00)	4.00	0.00
Internal Affairs	4.00	4.00	0.00	4.00	0.00
Total	19.00	16.50	(13.16)	16.50	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Executive Office	\$ 1,583,286	\$ 1,576,817	(0.41)	\$ 1,583,682	0.44
Office of Intergovernmental Affairs	1,048,510	1,254,218	19.62	1,268,644	1.15
County Memberships and Audit	683,201	611,472	(10.50)	675,201	10.42
Internal Affairs	347,972	503,990	44.84	523,214	3.81
Total	\$ 3,662,969	\$ 3,946,497	7.74	\$ 4,050,741	2.64

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 1,911,472	\$ 2,029,055	6.15	\$ 2,078,388	2.43
Services & Supplies	1,715,870	1,917,442	11.75	1,972,353	2.86
Other Charges	8,000	—	(100.00)	—	(100.00)
Management Reserves	27,627	—	(100.00)	—	(100.00)
Total	\$ 3,662,969	\$ 3,946,497	7.74	\$ 4,050,741	2.64

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Intergovernmental Revenues	19,200	—	(100.00)	—	(100.00)
Charges For Current Services	49,826	49,826	0.00	49,826	0.00
General Revenue Allocation	3,593,943	3,896,671	8.42	4,000,915	2.68
Total	\$ 3,662,969	\$ 3,946,497	7.74	\$ 4,050,741	2.64



Auditor and Controller



Department Description

Governed by the overriding principles of fiscal integrity, customer service, and continuous improvement, the Auditor and Controller Department has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department provides an integrated system of financial support services for all County departments, agencies and special districts including: accounting; cash management; payroll, accounts payable; cost accounting; and property tax services. The Department performs independent operational, management, performance, and departmental audits and oversees contracts for audit services. Also, the Department is responsible for the development, preparation, and monitoring of the County's Operational Plan and furnishes customer focused financial decision-making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the General Management System (GMS) and County's Strategic Plan. Finally, the Department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County. We are the leading financial management resource of the County, and our long-term objective is to continue to broaden our role of controller into provider of value-added financial services.

Mission Statement

To maintain our status as a national leader in providing government financial services, the Department will continue to provide our customers with superior financial service in terms of quality, timeliness, value, and fiscal integrity to enable them to plan for and achieve their goals.

2002-03 Accomplishments

Fiscal Stability

- In collaboration with the Agency/Groups, improved the use of Performance Measurement by aligning these measures with the Operating and Strategic Plans. Additional efforts to improve Performance Measurement included initiating Balanced Scorecard training and implementing a departmental Balanced Scorecard that

incorporated and aligned departmental performance measures with the County of San Diego Strategic Initiatives.

- Provided several critical training and development opportunities to County staff including Trust Fund Management training, BRASS training, Internal Service Fund Cost Accounting training, and GMS and Balanced Scorecard training. Each of these training courses was designed to improve asset, liability management and operational resource planning.
- Received several distinguished recognition awards for financial leadership including the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award and Certificate of Achievement in



Financial Reporting, the State Controller's Award for Achieving Excellence in Financial Reporting, as well as national recognition from Governing Magazine.

- Under the General Management System (GMS), and in collaboration with the Agency/Groups, prudently balanced the County's cash reserves with operational needs to preserve the County's stability and fiscal health.
- By maintaining fiscal stability and operating within the guidelines of the General Management System, the County of San Diego was able to maintain its current bond rating at AA-.
- Successfully implemented the new GASB 34 financial reporting model that includes detailed identification and inventory of material assets. In addition, the Department, in conjunction with the independent auditing firm of KPMG, has nearly completed the identification and inventorying of all County of San Diego material assets.

Technology

- Assumed a leadership role in helping to ensure a successful implementation of the Enterprise Resource Planning (ERP) systems, which include Oracle Financials, PeopleSoft Payroll, and Kronos Timekeeping Systems.
- Continued to strategically position IT capabilities to take full advantage of new technologies such as document imaging that can interface with the ERP Financial Accounts Payable (A/P) Module. Four locations are currently scheduled to accept A/P documents for scanning within the Auditor and Controller.

Human Resources Modernization

- Continued to aggressively recruit and retain the highest caliber employees.

- Continued to develop and refine professional knowledge base to ensure the County meets its future financial resource needs. These refinements included reviewing job classifications, leveraging diversity, and providing employee and executive development opportunities. To this end, each employee has developed, in conjunction with his or her respective supervisor, their own individual development plan. Each plan outlines specific career and job related course work that will better position both the employee and the Department for the future.
- Provided training for all Department staff including Sexual Harassment Prevention, Diversity, Ethics, Stormwater Pollution Prevention, Ergonomic Best Practices, Injury Prevention, Outlook e-mail, and GMS Training.
- The Fiscal Year 2002-03 employee satisfaction survey results showed that over 70 % of Department respondents listed themselves as satisfied, to a great degree, with the County as their employer.

Continuous Improvement

- Reviewed and refined performance measurements for monitoring and tracking the delivery services through the use of the Balanced Scorecard. Performance measurements identified by the Balanced Scorecard will be incorporated into PbViews as the next step in the overall efforts of Performance Management within the GMS.
- Continued to monitor and improve customer service. Evidence of this can be seen in survey results from internal and external customer satisfaction surveys, Mystery Shopper telephone surveys and internal customer satisfaction cards. In addition, the Department, in a collaborative effort with the Land Use and Environment Group, is also in the process of



implementing an aggressive customer service training program that will focus on telephone etiquette and effective customer service communications.

- Developed and implemented the Balanced Scorecard System that defines and documents the strategic direction for Auditor and Controller activities.

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Continue to provide value-added financial information and services to meet operational, regulatory, and business requirements of our customers, which include all departments, agencies and special districts.
- Maintain a skilled and competent workforce to continue to provide value added financial information and services.
- Continue to develop and update annual employee development plans for all department personnel in conjunction with his/her respective supervisor. Each plan will outline core competency training and development objectives for each fiscal year.
- Develop and administer at least one financial core competency Countywide training course annually.
- In collaboration with the Agency/Groups, continue to promote fiscal stability by balancing prudent cash reserves with operational needs to preserve the County's financial stability and fiscal health.
- Maintain the County's bond rating at AA-.
- Continue the successful implementation of the Enterprise Resource Planning (ERP) project, assigning Auditor and Controller staff to assist with implementation, as necessary.
- Continue to produce, manage and report timely quarterly County fund balance reports.

- Complete, in accordance with the County's GMS, a timely two-year Operation Plan.

Strategic Initiative – Kids

- Continue to support and provide for active participation in Community charitable causes that support and care for children to include County Employees Charitable Organization (CECO), the San Pasqual Academy, and the March of Dimes.

Strategic Initiative – The Environment

- In conjunction with the Land Use and Environment Group, continue to provide regional leadership through training on storm water pollution prevention and other environmental best practices by coordinating and hosting one Department-wide environmental best practice training course per year.

Strategic Initiative – Safe and Livable Communities

- Continue to provide core financial accounting services to County managed programs such as: (1) Housing and Urban Development (HUD); (2) Drug elimination; (3) Tenant rental assistance; (4) Community Development Block Grants (CDBG); and the (5) Criminal Justice Capital Outlay fund.

Changes from 2002-03 Adopted

Expenditure

- Increase in Salaries and Benefits expenditures of \$3.0 million is due to Countywide negotiated labor contracts.
- Decrease in Services and Supplies expenditures of \$1.9 million is due to a reduction in contracted services related to IT application and computing power costs through effective cost management practices (\$1.0 million), the discontinuance of contracted services related to collection activities (\$0.85 million), and reduced utilization of contracted audit/consulting services (\$50,000).



Auditor and Controller

Revenue

- Decrease in Intergovernmental revenues of \$55,000 is due to anticipated reduction of Federal Aid, HUD, and CDBG revenues.
- Decrease in Charges for Current Services revenue of \$0.5 million is due to the discontinuance of contracted services for collection activities. This revenue reduction is offset by a corresponding reduction of Services and Supplies expenditures for contracted services.

Staffing

- 7.50 staff years were transferred to the Finance and General Government Group Executive Office during Fiscal Year 2002-03 to provide Auditor and Controller support and Countywide transitional support for the Enterprise Resource Planning project.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Implement GASB 34	Implemented	Implemented	Continue Implementation	Continue Implementation
Complete 100% of Mandated Audits	100%	100%	100%	100%
Implement ERP's	Continue Development	Phase 1, 2 & 3 Implementation	Continue Phased Implementation Phases 4-8	Continue Phased Implementation Phases 4-8
Achieve An Accuracy Rate of 100% for Property Tax Bills, Roll and Tax Apportionments	100%	100%	100%	100%
Maintain County Bond Rating	AA-	AA-	AA-	AA-



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Audits	18.50	16.50	(10.81)	16.50	0.00
Office of Financial Planning	17.00	16.00	(5.88)	16.00	0.00
Accounting and Fiscal Control	109.50	111.00	1.37	111.00	0.00
Revenue and Recovery	114.00	110.00	(3.51)	110.00	0.00
Administration	25.00	24.00	(4.00)	24.00	0.00
Total	284.00	277.50	(2.29)	277.50	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Audits	\$ 1,884,841	\$ 2,154,398	14.30	\$ 2,176,023	1.00
Office of Financial Planning	1,554,072	2,223,607	43.08	2,185,547	(1.71)
Accounting and Fiscal Control	7,126,658	9,521,431	33.60	9,995,059	4.97
Revenue and Recovery	7,834,316	9,393,151	19.90	9,696,562	3.23
Administration	8,433,392	4,578,941	(45.70)	4,526,372	(1.15)
Total	\$ 26,833,279	\$ 27,871,528	3.87	\$ 28,579,563	2.54

Budget by Categories of Expenditures

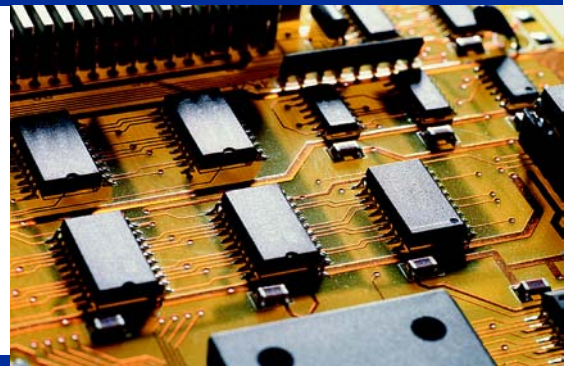
	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 15,579,214	\$ 18,588,160	19.31	\$ 19,746,064	6.23
Services & Supplies	10,654,065	8,743,368	(17.93)	8,313,499	(4.92)
Other Charges	100,000	20,000	(80.00)	20,000	0.00
Fixed Assets Equipment	—	20,000	(100.00)	—	(100.00)
Management Reserves	500,000	500,000	0.00	500,000	0.00
Total	\$ 26,833,279	\$ 27,871,528	3.87	\$ 28,579,563	2.54



Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	795,000	500,000	(37.11)	500,000	0.00
Intergovernmental Revenues	125,000	70,000	(44.00)	70,000	0.00
Charges For Current Services	5,530,061	5,048,072	(8.72)	5,351,453	6.01
Miscellaneous Revenues	395,500	355,500	(10.11)	355,500	0.00
Other Financing Sources	25,000	25,000	0.00	25,000	0.00
General Revenue Allocation	19,962,718	21,872,956	9.57	22,277,610	1.85
Total	\$ 26,833,279	\$ 27,871,528	3.87	\$ 28,579,563	2.54

County Technology Office



Department Description

The County Technology Office (CTO) ensures the County's Information Technology (IT) and telecommunications needs are met by overseeing the Pennant Alliance contract and provides strategic direction, operational planning, and support to user departments.

Mission Statement

Provide state-of-the-art Information Technology solutions to the County Business Units to support the County's Strategic Plan.

2002-03 Accomplishments

Technology

- Accelerated residents' access to Countywide information through additional public services being web-enabled.
- Implemented Microsoft Windows 2000 enterprise operating system and the migration to the Microsoft Exchange e-mail system.
- Provided support on the implementation of Enterprise Resource Planning (ERP) systems.
- Refreshed 8,000 of the County's desktops and 300 servers.
- Established a Countywide Document Management standard and master service agreement with a major Document Management vendor.
- Continued to develop and recommend strategic technical plans, application and system requirements, and architectural and security plans.
- Contributed to the success of the Health and Human Services Agency's San Pasqual Academy by ensuring technology is appropriately deployed.
- Worked with the IT Contractor to reengineer business processes and perform change management activities to maximize efficiencies and cost savings.

- Provided leadership within California, the United States, and Internationally by helping other governments benefit from San Diego County's IT outsourcing experience.

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Provide technical and project management support on large IT initiatives for County departments.
- Provide assistance in the IT strategic planning efforts of County departments.
- Provide management and oversight of IT Contractor providing IT infrastructure to County departments.
- Implement IT Investment Management (ITIM) initiative in order to effectively manage County's use of applications.
- Assist with ERP implementation and the decommissioning of existing legacy applications that the new system replaces.
- Provide project management for the new Property Tax System.
- Negotiate modifications to service level requirements with IT Contractor.
- Continue to streamline financial reporting of IT costs through enhancements to Chargeback system.



- Focus on a consistent methodology to implement project management Countywide.

Strategic Initiatives – Kids

- Continue to work with the Futures Foundation in order to provide technology to organizations that promote the well-being of kids.

Changes from 2002-03 Adopted

Expenditure

- Net decrease in CTO Office expenditures of \$0.7 million is due to a contractual change of \$1.1 million whereby the County no longer provides for incentives to the IT Contractor for Milestones. This reduction is offset by a \$0.4 million increase in Salaries and Benefits expenditures due to Countywide negotiated labor contracts.
- Net increase in IT Internal Service Fund expenditures of \$5.3 million is due to an anticipated reduction in IT usage by County departments and the Courts, offset by an increase in ERP project payments.

Revenue

- Decrease in Intergovernmental Revenues of \$0.2 million in the IT Internal Service Fund is due to anticipated reduction in IT usage by the Courts.
- Decrease in Charges for Current Services revenue of \$6.9 million in the IT Internal Service Fund is due to anticipated reduction in IT usage by County Departments.
- Increase in Other Financing Sources revenue of \$12.5 million in the IT Internal Service Fund is due to anticipated use of bond proceeds for payments to IT provider for ERP project.
- Decrease in General Revenue Allocation reflects a shift of resources to other ongoing County priorities.
- The net increase in the use of fund balance is due to one-time consulting expenditures related to the deployment of the ERP system and the lost for standardizing the desktop monitors Countywide offset by the postponement of the E-commerce project.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Number of Groups trained in the use of applications investment tracking. ³	N/A	1	2	2
Number of days contract disputes remain open ³	N/A	60	30	30
Number of desktops refreshed	4,000	8,000	3,000	3,000
Number of IT Guiding Principles implemented ³	N/A	2	5	5
Number of days for CTO workorder authorization ³	N/A	8	5	5
Number of servers refreshed ³	N/A	300	200	200
Account Performance Assessment Review (APAR) rating green or better ¹	90%	N/A	N/A	N/A
Percentage of Critical Minimum Acceptable Service Levels (MASL) met ¹	95%	N/A	N/A	N/A
Percentage of MASLs met ¹	90%	N/A	N/A	N/A
Number of conversions to Outlook e-mail ³	10,500	10,500	N/A	N/A
Percent of network migrated to new technology ²	100%	100%	N/A	N/A

¹Contractor performance measure no longer tracked

²Project complete

³New Performance Measure added during FY 2002-03



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
CTO Office	18.00	18.00	0.00	18.00	0.00
Total	18.00	18.00	0.00	18.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
CTO Office	\$ 7,468,806	\$ 6,770,283	(9.35)	\$ 5,290,283	(21.86)
Information Technology Internal Service Fund	117,994,181	123,342,208	4.53	123,387,708	0.04
Total	\$ 125,462,987	\$ 130,112,491	3.71	\$ 128,677,991	(1.10)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 2,259,916	\$ 2,686,947	18.90	\$ 2,805,121	4.40
Services & Supplies	122,704,022	126,926,495	3.44	125,373,821	(1.22)
Management Reserves	499,049	499,049	0.00	499,049	0.00
Total	\$ 125,462,987	\$ 130,112,491	3.71	\$ 128,677,991	(1.10)

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	1,086,049	2,099,049	93.27	499,049	(76.22)
Intergovernmental Revenues	11,106,344	10,810,000	(2.67)	10,810,000	0.00
Charges For Current Services	105,925,739	98,987,555	(6.55)	98,987,555	0.00
Miscellaneous Revenues	75,000	30,000	(60.00)	30,000	0.00
Other Financing Sources	1,527,000	14,067,547	821.25	14,113,047	0.32
General Revenue Allocation	5,742,855	4,118,340	(28.29)	4,238,340	2.91
Total	\$ 125,462,987	\$ 130,112,491	3.71	\$ 128,677,991	(1.10)

Civil Service Commission



Department Description

The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission is comprised of five citizens appointed by the Board of Supervisors and is supported by a small staff.

Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

2002-03 Accomplishments

Fiscal Stability

- All decisions made by the Commission took into consideration County liability, due process, and fairness. During Fiscal Year 2002-03, fewer than 5% of Commission decisions were litigated. This aggressive approach resulted in the Courts' affirmation of all but one of the Commission's decisions.

Human Resources Modernization

- Worked with the Department of Human Resources and County Counsel to improve policies and procedures relating to the Civil Service Commission.
- Scheduled mandated hearings within a month after receiving appeals.
- Processed findings and proposed decisions for public meeting within three weeks of hearing.
- Consistently responded to public, department, or employees' inquiries within one day.

Regional Leadership

- The Executive Officer communicated effectively and regularly with the Civil Service Commissioners.

Technology

- The Commission was accessible to provide immediate service to its customers via modern technology as well as having an open door for customers to be received, as their needs require. A customer survey was distributed to monitor and maintain customer satisfaction.
- Converted the Commission's website to be consistent with the style of the County's new website. Also, updated the information on the website and added more features, including a page with the Commission's meeting minutes, which is updated regularly.

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Provide our customers with hearings that are fair, efficient and result in legally sound decisions.
- All decisions made by the Commission will take into consideration County liability, due process, and fairness. During Fiscal Years 2003-05, fewer than 5% of Commission decisions will be litigated. This aggressive approach will result in the Courts' affirmation of 90% of the Commission's decisions.
- Work with the Department of Human Resources and County Counsel to improve policies and procedures relating to the Civil Service Commission.



- Continue to explore new ways of providing consistently excellent services to its customers through the use of technology and the development of new automated processes.

Changes from 2002-03 Adopted

Expenditure

- Decrease in Salaries and Benefits expenditures of \$62,000 is due to the part-time funding of two positions.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Mandated Commission Hearings	40	40	40	40
Investigations	11	23	11	11
Staff Review / Recommendations	332	482	332	332



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Civil Service Commission	4.00	4.00	0.00	4.00	0.00
Total	4.00	4.00	0.00	4.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Civil Service Commission	\$ 406,451	\$ 337,819	(16.89)	\$ 297,098	(12.05)
Total	\$ 406,451	\$ 337,819	(16.89)	\$ 297,098	(12.05)

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 334,297	\$ 272,569	(18.47)	\$ 231,848	(14.94)
Services & Supplies	65,921	65,250	(1.02)	65,250	0.00
Management Reserves	6,233	—	(100.00)	—	(100.00)
Total	\$ 406,451	\$ 337,819	(16.89)	\$ 297,098	(12.05)

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	—	57,226	(100.00)	—	(100.00)
Charges For Current Services	31,031	31,031	0.00	31,031	0.00
General Revenue Allocation	375,420	249,562	(33.52)	266,067	6.61
Total	\$ 406,451	\$ 337,819	(16.89)	\$ 297,098	(12.05)



Clerk of the Board of Supervisors



Department Description

The Executive Officer acts as the administrative head of the Department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board, and various other special districts and committees. The Department administers the Board General Office and manages over \$12 million of budgets and trust accounts as well as the 18-acre County Administration Center (CAC), a designated Federal historic landmark, which includes over 360,600 square feet of building space. Four program areas are included within the Department: Executive Office, Public Services, Legislative Services and CAC Facilities Services. The department's commitment to continuous improvement is reflective of a team that welcomes challenges, works toward a common goal, maintains a positive attitude toward everyone's ideas, builds morale internally, communicates openly, develops its members' skills while teaching and learning from one another, embraces the diversity of its members, uses resources wisely and shares pride in its accomplishments as well as celebrating its successes.

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

2002-03 Accomplishments

Fiscal Stability

- Reduced operating costs of the County Administration Center by focusing on energy conservation and equipment modification projects.
- Increased department revenue through a new marketing campaign associated with passport and notary public services.

- Developed a Clerk of the Board Business Recovery Plan to ensure continued operations in the event of an emergency or disaster.

Technology

- Utilizing the County's enhanced technology infrastructure, increased public Internet access to Special District's agendas and proceedings.
- Continued to find additional uses of the Document Management System that allow official documents to be available to the Public electronically.
- Enhanced Facilities Services staff communications ability by upgrading equipment infrastructure.
- Reduced costs of interoffice hard copy distribution by the use of electronic distribution of documents.



Workplace Improvement

- Improved Public Service counters and Clerk of the Board reception area to bring about workplace improvements for the employees and better service for our customers.
- Completed Phase 2 of improvements to the physical layout of the Board General Office.
- Completed maintenance and upgrade projects as planned for the County Administration Center and gardens.

Continuous Improvement

- Improved customer service monitoring by enhancing the Clerk of the Board customer survey card design and submission process.
- Continued to recognize outstanding employee performance through the development of a service- level standards program to bring about performance measurement standards in the delivery of services to our customers.
- Continued support for staff technical and safety training.
- Enhanced staff professional skills and the department's customer service through implementation of a "skills training program" for all Clerk of the Board staff.
- Implemented an internal quality review audit of two procedures in each Clerk of the Board program.
- In order to continue open communication with employees, Clerk of the Board celebrated the diversity of our employees and the wider community by a program of sharing the values, perspectives, and uniqueness of others.
- Reengineered the hardcopy distribution process of the Board of Supervisors Agenda.
- Provided more responsive passport and notary public service to customers by enhancing cash handling procedures.

Regional Leadership

- Continued promotion of the historical significance of the County Administration Center through sales of memorabilia.
- Promoted public art displays in the County Administration Center.
- Focused attention on the County Volunteer Program to increase public awareness and recognize outstanding contributions from participants.

2003-05 Objectives

All Strategic Initiatives - Kids, The Environment, and Safe and Livable Communities

- Continue Facilities Services Section focus on decreasing the operating costs of the County Administration Center by identifying non-essential machinery and reducing operating hours of this machinery.
- Identify opportunities to improve customer satisfaction through the use of on-line customer surveys.
- Implement a public awareness campaign to increase the visibility of opportunities to volunteer to serve on County boards, commissions and committees.

Strategic Initiative – Kids

- Continue the holiday tree fundraiser to benefit San Pasqual Academy.
- Focus the redesign efforts in our Public Services Section to accommodate our customers who bring their families with them to transact business.

Strategic Initiative – The Environment

- Renew our Facilities Services Section commitment to focus on County Administration Center ongoing facility maintenance and improvement projects.
- Develop a ten-year facility maintenance plan for the County Administration Center.



Strategic Initiative – Safe and Livable Communities

- Enforce the safety code in tenant improvement projects at the County Administration Center.
- Increase external security patrols around the County Administration Center.
- Continue safety and emergency response training for employees.
- Establish and equip the County Administration Center Maintenance Annex as an emergency storage site in accordance with the Clerk of the Board Business Recovery Plan.
- Implement a process to protect critical Clerk of the Board records from a possible disaster at the County Administration Center.

Changes from 2002-03 Adopted

Expenditure

- Increase in Salaries & Benefits expenditures of \$.4 million is due to negotiated labor contracts.
- Decrease of \$.3 million in contracted services expenditures is due to stabilization of security coverage requirements for the County Administration Center.
- Increase in Management Reserves of \$.1 million is due to increased contingency for utility costs.

Revenue

- Increase in Charges for Current Services revenue of \$44,000 is due to anticipated increases in passport fee revenue.
- Decrease in one-time revenue from Fund Balance of \$.1 million is due to reduced one-time expenditures related to contracted services.



Clerk of the Board of Supervisors

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Legislative Services	10.00	10.00	0.00	10.00	0.00
CAC Facilities Services	12.00	12.00	0.00	12.00	0.00
Public Services	10.00	10.00	0.00	10.00	0.00
Executive Services	5.00	5.00	0.00	5.00	0.00
Total	37.00	37.00	0.00	37.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Legislative Services	\$ 696,634	\$ 788,444	13.18	\$ 828,452	5.07
CAC Facilities Services	3,237,961	3,030,034	(6.42)	3,076,005	1.52
Public Services	603,875	685,151	13.46	725,936	5.95
Executive Services	885,808	1,107,752	25.06	1,133,044	2.28
Total	\$ 5,424,278	\$ 5,611,381	3.45	\$ 5,763,437	2.71

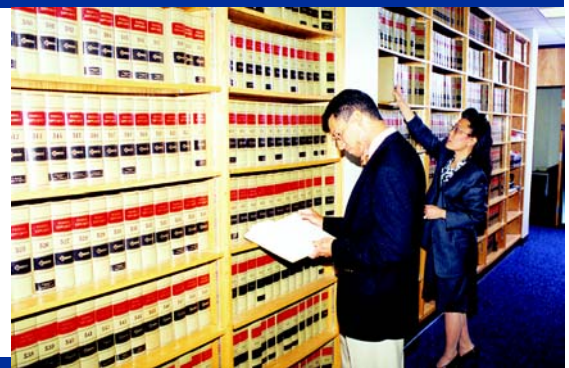
Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 2,102,305	\$ 2,470,373	17.51	\$ 2,622,324	6.15
Services & Supplies	3,100,722	2,771,627	(10.61)	2,771,732	0.00
Expenditure Transfer & Reimbursements	(25,000)	(25,000)	0.00	(25,000)	0.00
Management Reserves	246,251	394,381	60.15	394,381	0.00
Total	\$ 5,424,278	\$ 5,611,381	3.45	\$ 5,763,437	2.71

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	500,000	394,381	(21.12)	394,381	0.00
Charges For Current Services	87,750	131,750	50.14	131,750	0.00
Miscellaneous Revenues	40,170	40,170	0.00	40,170	0.00
General Revenue Allocation	4,796,358	5,045,080	5.19	5,197,136	3.01
Total	\$ 5,424,278	\$ 5,611,381	3.45	\$ 5,763,437	2.71

County Counsel



Department Description

The San Diego County Charter provides that the County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions, and employees. County Counsel also provides legal advice and other legal services to the Board of Supervisors, County officers, departments, boards, commissions, courts, and certain county school districts and special districts. Services to school and special districts, including litigation are provided on a fee basis. Through its Claims Division, the Office of County Counsel administers public liability claims and employees' lost property claims. County Counsel also represents the Health and Human Services Agency in juvenile dependency matters.

Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

2002-03 Accomplishments

Fiscal Stability

- Prevailed in over 90% of cases decided by a judge or jury (that have no further avenue for appeal).
- Provided over 30 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.
- Provided over 25 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.

Self-Sufficiency/Health and Wellness

- Prevailed in over 98% of all juvenile dependency petitions filed by the Health and Human Services Agency (HHSA), which are subjected to a contested hearing in juvenile dependency court matters.
- Prevailed in over 94% of juvenile dependency appeals and writs in the Court of Appeal.
- Provided over 100 training sessions throughout the HHSA regions for social workers in order to assist them in the performance of their duties in accordance with State law.

Continuous Improvement

- Issued the 4th consecutive fiscal year update of the County Counsel Legal Guide for County departments to assist them in responding to a variety of selected legal issues.
- Issued over 10 County Counsel Special Bulletins to County officials to provide timely information regarding new developments involving court rulings and legislation.



- Office attorney staff provided over 10 Mandatory Continuing Legal Education (MCLE) training sessions to their fellow County Counsel legal staff to help them increase their level of legal skills and to comply with the State Bar's MCLE requirements.
- Office provided over 50 training programs for County Counsel staff to attend during the fiscal year to help them increase their knowledge, abilities, skills, and overall understanding of their job duties.

Environment

- Provided full assistance in support of the County's land use and environment goals.
- Provided litigation support to enforce County Code violations, which negatively impact the health, safety peace and quiet of communities in the unincorporated area of the County.
- Assisted County with its implementation of the regional Clean Water Strategic Plan, and with its full compliance with State and Federal requirements governing stormwater programs.

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Prevail in over 90% of cases decided by a judge or jury (that have no further avenue for appeal).
- Timely complete 100% of all advisory assignments for the Board of Supervisors.
- Timely complete 95% of all advisory assignments for all County departments.
- Complete 100% of all draft Environmental Impact Reviews within 30 days.
- Provide over 30 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.

- Provide over 30 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.
- Issue 5th consecutive fiscal year update of the County Counsel Legal Guide for County departments to assist them in responding to a variety of selected legal issues.
- Issue over 12 County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.

Strategic Initiative – Kids

Provide quality legal assistance to County departments to permit them to achieve their goals to improve opportunities for children, including but not limited to, the following objectives:

- Assist Health and Human Services Agency (HHSA) to improve independent skills for dependent youth and to achieve a higher rate of high school graduation for foster youth.
- Identify legal issues that place children at risk.
- Collaborate with the HHSA Children's Services (CS) and Court to provide permanency for dependent children.
- Success rate for Juvenile Dependency petitions to be over 95% for all petitions for which a jurisdictional trial is held.
- Success rate for Juvenile Dependency appeals to be over 90%.
- Collaborate with CS to provide stability for children in long-term foster care.
- Provide quarterly training to social workers to assist them in the performance of their duties in accordance with state law.



Strategic Initiative – The Environment

Provide quality legal assistance to County departments to permit them to achieve their goals to promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development, including but not limited to, the following objectives:

- Support, coordinate and advise departments pursuing codes enforcement matters.
- Support and improve all aspects of the land development planning and approval process.
- Provide full assistance in support of the County's land use and environment goals.
- Provide litigation support to enforce County Code violations, which negatively impact the health, safety, and peace and quiet of communities in the unincorporated area of the County.
- Assist County with its implementation of the regional Clean Water Strategic Plan, and with its full compliance with State and Federal requirements governing stormwater programs.

Strategic Initiative – Safe and Livable Communities

Provide quality legal assistance to County departments to permit them to achieve their goals to promote safe and livable communities, including but not limited to, the following objectives:

- Protect the public from harmful pests and animals.
- Protect communities from hazardous pollutants and public nuisances.
- Explore potential opportunities for estate conservatorship protection for victims of elder abuse.
- Train client department staff to recognize and avoid liability risks inherent in their duties and to appreciate where their conduct cannot be the basis for liability,

thereby allowing employees to concentrate on critical tasks without fear of personal or County liability. Such trainings would include the following:

- Sheriff's Detentions & Court, Services Recruits—Academy, Sheriff's Jail Training Officers- Academy, Sheriff's Corrections Officers: In-Service, Sheriff's Supervisors: In-Service, Any County department requesting specialized training, County Counsel Training Program regarding immunities against civil liability, District Attorney staff re: limits of prosecutorial immunity.
- Provide timely, effective and quality legal services supporting law enforcement's efforts to facilitate safe and livable communities.
- Refine County Counsel's ongoing Risk Roundtable Program, offering regular opportunities for attorney-client privileged discussions of risk issues and liability patterns with client departments facing the highest risk exposure, i.e., Sheriff, Public Works, HHSA and District Attorney.

Changes from 2002-03 Adopted

Expenditure/Staffing

- Increase in Salaries and Benefits expenditures of \$2.6 million is due to negotiated labor contracts.
- The increase is also due to a proposed reclassification of a Senior Deputy County Counsel to a Special Assistant County Counsel position that will lead the enhanced code enforcement program for County Counsel.
- Decrease in Services and Supplies expenditures of approximately \$.3 million is due to identified costs savings in discretionary expenses from prior year and identified one-time discretionary expenditures to be funded with one-time funding.



County Counsel

Revenue

- Increase in Charges for Current Services of \$1.1 million is primarily due to the following factors:
 - Increases in the billable hourly rates for legal services provided.
 - Anticipated increases in Road Fund workloads including assignments in the land development area.
 - Additional funding to cover the increased costs for attorneys providing services to Land Use and Environment Group departments.
- Anticipated revenue from billings to the Department of Planning and Land Use deposit accounts for legal services required by deposit accounts projects.
- Anticipated increases in revenue from the enhanced code enforcement program initiated in the new Fiscal Year.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Percent of Board of Supervisors short term assignments that will be completed by the established due date	100%	100%	100%	100%
Percentage of County departments short term assignments that will be completed in 30 days and long term assignments that will be completed by the established due date	90%	99%	95%	95%
Percentage of all draft Environmental Impact Reports (EIRs) that will be reviewed within 30 days	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	96%	98%	96%	96%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	94%	94%	94%	94%



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
County Counsel	137.00	137.00	0.00	137.00	0.00
Total	137.00	137.00	0.00	137.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
County Counsel	\$ 15,202,931	\$ 17,531,975	15.32	\$ 18,525,657	5.67
Total	\$ 15,202,931	\$ 17,531,975	15.32	\$ 18,525,657	5.67

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 13,791,422	\$ 16,443,799	19.23	\$ 17,442,678	6.07
Services & Supplies	1,549,874	1,270,434	(18.03)	1,275,595	0.41
Expenditure Transfer & Reimbursements	(138,365)	(182,258)	31.72	(192,616)	5.68
Total	\$ 15,202,931	\$ 17,531,975	15.32	\$ 18,525,657	5.67

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	832,331	—	(100.00)	—	(100.00)
Intergovernmental Revenues	151,139	162,970	7.83	198,604	21.87
Charges For Current Services	3,609,392	4,761,641	31.92	5,445,713	14.37
Miscellaneous Revenues	32,500	7,000	(78.46)	7,000	0.00
General Revenue Allocation	10,577,569	12,600,364	19.12	12,874,340	2.17
Total	\$ 15,202,931	\$ 17,531,975	15.32	\$ 18,525,657	5.67



San Diego County Grand Jury



Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the County. Grand Jury duties, powers, responsibilities, qualifications, and selection processes are outlined in the California Penal Code §888 et seq. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand Jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full time coordinator and one part-time assistant.

As of Fiscal Year 2003-04, the Grand Jury has been transferred from the Public Safety Group to the Finance and General Government Group. This change was recommended by both the Fiscal Year 2001-02 and Fiscal Year 2002-03 Grand Juries, as the services the Grand Jury provides are more aligned with the types of services provided by the departments in the Finance and General Government Group. The Fiscal Year 2002-03 numerical data can be found in the Public Safety Group section of this document under Grand Jury.

Mission Statement

Protect and safeguard the citizens of San Diego County from corrupt and inefficient governmental programs of the County, cities and special districts, by investigating the operations of these agencies and reporting findings and recommendations.

2002-03 Accomplishments

Regional Leadership

- Reviewed, prioritized, and investigated 98 complaints, issues and other County matters of civil concern brought before the Grand Jury.
- Submitted Final Report to the Presiding Judge, the Board of Supervisors, and/or other responsible agencies, when applicable, as required by law (Penal Code §933).

- In response to criminal complaints filed by the District Attorney, conducted timely hearings to determine whether there was sufficient evidence to bring an indictment charging a person with a public offense.
- Returned 54 criminal indictments, and prepared other reports and declarations as required by law (Penal Code §939.8 et seq).

2003-05 Objectives

Strategic Initiatives – Safe and Livable Communities

- Assemble a well-qualified and widely representative civil panel annually. Ensure that the panel reviews, prioritizes, and investigates all significant complaints, issues, and other matters of public concern brought before the Grand Jury.



-
- Continue to support the District Attorney with timely hearings on criminal matters.

Changes from 2002-03 Adopted

Expenditure

- Salaries and Benefits expenditures reflect the cost of one staff year with an addition of \$14,000 due to negotiated salary and benefit costs.
- Services and Supplies expenditures reflect a decrease of \$8,000 due to a reduction in various operating expenditures.

**Staffing by Program**

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Grand Jury	—	1.00	(100.00)	1.00	0.00
Total	0.00	1.00	(100.00)	1.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Grand Jury	\$ —	\$ 486,236	(100.00)	\$ 489,680	0.71
Total	\$ 0	\$ 486,236	(100.00)	\$ 489,680	0.71

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ —	\$ 93,526	(100.00)	\$ 96,970	3.68
Services & Supplies	—	392,710	(100.00)	392,710	0.00
Total	\$ 0	\$ 486,236	(100.00)	\$ 489,680	0.71

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
General Revenue Allocation	—	486,236	(100.00)	489,680	0.71
Total	\$ 0	\$ 486,236	(100.00)	\$ 489,680	0.71



Human Resources



Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. The DHR serves as the in-house human resource consultant to the Chief Administrative Officer, executive staff, and County departments. Activities are diverse, including classification, compensation, recruitment, and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; risk management activities including a workers' compensation program and property and casualty insurances; employee training programs; negotiation of labor contracts; and administration of employee incentive and career development programs.

Mission Statement

To provide strategic human resource services that are effective, efficient and professional.

2002-03 Accomplishments

Human Resources Modernization

- Implemented a fully web-based employment application system.
- Conducted a feasibility study to consider utilizing an Interactive Voice Recognition (IVR) system that would allow applicants to access application status, exam scores, and test schedule information.
- Re-assessed examinations to ensure their reliability and validity as evaluation instruments.
- Conducted County of San Diego job fairs throughout the region.
- Established a self-service office at the County Operations Center (COC) to better serve employment applicants and employees.
- Determined feasibility of phased imaging project for DHR personnel files, identified necessary funding source, and began implementation.
- Updated and posted all County classification specifications on the Internet and Intranet web sites.
- On-going review of classification specifications in support of Operational Incentive Plan (OIP) goal to reduce number of classifications.
- Completed an evaluation of implementing an Electronic Classification Activity Request System.
- Successfully negotiated Agreements on the Eligibility Technician Classification Study Phases I & II; 401(a) Termination Pay Plan; revised Board of Supervisor's Parking Policy; new Civil Service Rule on Citizens Law Enforcement Review Board (CLERB) Administrative Appeals; new Incompatible Activities Policy for Child Support Services; and arbitration of Letters of Reprimand for peace officers.
- Represented the In Home Supportive Services (IHSS) Public Authority in successful negotiations with the United Domestic Workers for health benefits for approximately 2,700 employees.
- Successfully implemented the Paralegal Reclassification.
- Participated in 78 Labor Management Meetings in the effort to proactively resolve issues.



- Reached an arbitration settlement prior to hearing with the Deputy District Attorneys Association.
 - Successfully coordinated and implemented six Quality First Payouts.
 - Provided training on Labor Relations For Supervisors, Grievances & Arbitration, and Progressive Discipline to 395 supervisors and managers.
 - Published the quarterly Discipline Case Record.
 - Successfully implemented a new health plan for 7,000 County employees.
 - Provided flu shots to more than 4,000 employees at six locations Countywide.
 - Participated in three health fairs.
 - Completed Health Insurance Portability and Accountability Act training and ensured County compliance with new regulations.
 - Provided Annual Benefits Statements to all County employees.
 - Co-located Benefits' staff with payroll staff to successfully implement PeopleSoft payroll.
 - Selected a new Employee Benefits Broker/Consultant through the competitive procurement process.
 - Emphasized employee development by providing two Leadership Academies; pilot Supervisory Academy; continued Project Management and Process Improvement training Countywide. Refined New Employee Orientation with the inclusion of the General Management System (GMS) and completed the Land Use and Environment Group (LUEG) and Public Safety Clerical Academy.
 - Developed an Executive Orientation package.
 - Provided implementation and ongoing support for the PeopleSoft Payroll module.
 - Implemented Employee Self Service module to provide all County employees with the ability to view and/or update key employment information.
 - Established a PeopleSoft for Managers training program to enhance awareness of management information tools available through PeopleSoft.
 - Developed additional functionality in PeopleSoft to track the timely completion of employee performance appraisals.
 - Produced the Quarterly Reports using PeopleSoft reports and queries and provided information for the interface to PB Views.
 - Reviewed and updated DHR Policies and Procedures.
 - Implemented a comprehensive ergonomic evaluations program.
 - Obtained new medical, case management and investigative service agreements that enhanced workers' compensation cost containment efforts.
 - Completed remodel of the DHR County Administration Center office.
- ### Diversity
- Enhanced diversity recruitment activities by attending 33 job fairs as of March 31, 2003 and organizing two job fairs. Distributed Web Card at job fairs and professional organizations.
 - Link to Armed Forces Transitional Assistance Program. DHR involved weekly in promoting employment opportunities for military personnel.
 - Ensured diversity and succession planning by providing training programs (i.e. Leadership Academy, Supervisory Academy).
- ### 2003-05 Objectives
- All Strategic Initiatives – Kids, The Environment, and



Safe and Livable Communities

- Provide labor relations services to County departments including negotiations, dispute resolution and participation in Labor/Management Committees.
- Hire candidates interested in providing customer service/care.
- Recruit and identify executive/management staff capable of implementing and enhancing the General Management System (GMS) principles.
- Provide enhanced loss prevention services to County departments.
- Ensure inclusion of all County Groups' leadership staff in Supervisor Academy.

Strategic Initiative – Kids

- Provide workshops, internships and job shadowing days for children housed in County facilities, Monarch School, San Pasqual Academy and other school districts to encourage and support students' efforts to identify career choices and job preparation.
- Incorporate healthy children initiatives in the Health Plan Task Force.
- Promote effective use of health care benefits, workplace safety and Employee Assistance Program (EAP) in Labor/Management Committees.
- Provide benefits to County employees and their families to ensure that the children of County of San Diego employees have access to healthcare.
- Partner with HHSA to develop a plan that supports training and development for employees providing direct services to the children of this community.
- Support department-wide efforts for San Pasqual Academy fundraisers.

Strategic Initiative – The Environment

- Maximize targeted recruitment efforts to identify qualified candidates, colleges and universities that prepare environmental professionals; establish valid selection procedures to hire those with highest likelihood of success; provide an understanding of the environmental career possibilities with the County of San Diego.
- Participate in recycling efforts for cash and donate funds to the San Pasqual Academy and/or Monarch Schools.
- Encourage staff to use public transportation.
- Partner with Environmental Health to support Stormwater education; provide education to all new employees within 30 days of hire, via the New Employee Orientation.

Strategic Initiative – Safe and Livable Communities

- Enhance outreach activities in areas that would likely provide successful public safety applicants.
- Review Nursing and other classifications experiencing critical shortages to explore alternative classes to deliver service required.
- Negotiate successful Memoranda of Agreement with the Deputy District Attorneys Association and Public Defender Association.
- Partner with Public Safety Group (PSG) to develop a plan for training and development support.
- In conjunction with PSG, assist in the development and implementation of retention plans for the critical skills classifications within their organizations.
- Conduct comprehensive worker's compensation analysis of the Probation Department to reduce injuries and associated lost time.



Human Resources

Changes from 2002-03 Adopted

Expenditure

- Increase in Salaries and Benefits expenditures of \$1.6 million is due to negotiated labor contracts.
- Increase in Services and Supplies expenditures of \$.2 million is due primarily to the transfer of application costs from the Finance and General Government Group, offset by reduction in various accounts that reflect cost savings as a result of operational efficiencies.

Revenue

- Net increase in revenue of approximately \$1.6 million is due primarily to increased general revenue allocation for cost increases noted above.

Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
% Of recruitments promulgated within targeted timeframe	89%	92%	89%	89%
% Of Classification Activity Requests completed within prescribed timeframe	80%	77%	85%	85%
Overall satisfaction rating with training programs offered by Employee Development	95%	97%	95%	95%
Ratio of Workers' Compensation cases closed per number of cases open	1:1	1:1	1:1	1:1
% of grievances filed for arbitration that are resolved without going to hearing	80%	80%	80%	80%

**Staffing by Program**

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Department of Human Resources	121.00	121.00	0.00	121.00	0.00
Total	121.00	121.00	0.00	121.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Department of Human Resources	\$ 16,950,279	\$ 18,566,465	9.53	\$ 18,581,198	0.08
Total	\$ 16,950,279	\$ 18,566,465	9.53	\$ 18,581,198	0.08

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 8,951,082	\$ 10,513,242	17.45	\$ 10,912,472	3.80
Services & Supplies	7,845,245	8,053,223	2.65	7,668,726	(4.77)
Management Reserves	153,952	—	(100.00)	—	(100.00)
Total	\$ 16,950,279	\$ 18,566,465	9.53	\$ 18,581,198	0.08

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	820,622	335,048	(59.17)	—	(100.00)
Charges For Current Services	425,326	544,325	27.98	544,325	0.00
Miscellaneous Revenues	5,372,935	5,525,191	2.83	5,696,730	3.10
General Revenue Allocation	10,331,396	12,161,901	17.72	12,340,143	1.47
Total	\$ 16,950,279	\$ 18,566,465	9.53	\$ 18,581,198	0.08



Media and Public Relations



Department Description

The Department of Media and Public Relations (DMPR) was established by the Board of Supervisors in 1997. Funded by cable television franchise fees, the department ensures that information about County issues, programs, and services moves quickly and accurately to the public, employees, and news organizations. The department is responsible for oversight of all County communications, including media relations, news releases, newsletters, publications, and special events, as well as operation and programming for the County's government access cable television channel, CTN – County Television Network. The department also administers the County's franchise agreements with cable television companies operating within unincorporated communities.

Mission Statement

To build confidence in County government by providing clear and accurate information on the County's objectives, goals, services and issues.

2002-03 Accomplishments

Continuous Improvement

- Promoted County Strategic Plan Initiatives by partnering with other County departments, managers, and the Board of Supervisors to provide information about important programs and services to the public by producing more than 75 new programs, segments or Public Service Announcements (PSAs) for airing on CTN. Videos included San Pasqual Academy, General Management System (GMS) outreach, San Diego County: Working for You, and over 50 PSAs promoting department programs and services.
- Coordinated successful media relations campaigns with other departments for several high profile County issues, including West Nile virus, fruit fly infestation, and County emergency preparedness.

- Conducted media trainings for more than six departments, including a presentation for a regional retirement conference sponsored by the San Diego County Employees Retirement Association.
- Upgraded CTN field video production equipment, including new lighting kits, cameras and lens.
- Met 100% of department targets set for staff training and cross-training in areas that enhance product quality and customer service, including over 1% of employee payroll spent on staff training, over 500 staff hours spent in training, and all 22 staff received training specific to job function.

Fiscal Stability

- Continued to monitor current revenues and successfully estimated franchise fee revenues to within 5% of actuals.
- Continued to implement plan to identify new revenues and generated over \$35,000 in additional revenues through cost recovery of services provided.

Regional Leadership

- Continued to develop best-in-class programming and operations standards for County Television Network and demonstrated CTN's status as a regional leader in



Media and Public Relations

government access cable television by winning over 15 awards for excellence in government access programming.

Technology

- Identified new opportunities for automation by replacing CTN robotic camera system in the Board of Supervisors Chambers, installing new multimedia monitors on the Chambers dais and expanding the scope and utility of the Tiltrack automated video playback system and Facil asset management software.
- Successfully completed department desktop PC transformation to new County standard.

Workplace Improvement

- Completed the offices and workspaces remodel project by implementing additional enhancements to improve efficiency, productivity, and safety.

2003-05 Objectives

Strategic Initiatives – Kids, The Environment, Safe and Livable Communities

- Produce and air on CTN at least 80 programs, segments and PSAs that promote County strategic plan efforts in FY 2003-04. Produce 85 such programs in FY 2004-05.
- Implement intermediate level media training for key County staff and conduct at least 6 media trainings in FY 2003-04, to better enable key staff in other

departments to communicate to the public their efforts to achieve strategic plan objectives. Conduct at least 8 such trainings in FY 2004-05.

- Implement media outreach project by offering DMPR staff and resources to assist other departments to promote specific strategic plan programs and services to the media, resulting in 50 new media placements in both FY 2003-04 and FY 2004-05.
- Expand DMPR emergency communications support through encouraging collaboration and partnerships with other County departments, and by supporting the goal to develop CTN emergency programming plan.
- Develop a DMPR brochure to better promote availability of strategic plan support services to County departments.

Changes from 2002-03 Adopted

Expenditure

- Increase in Salaries and Benefits expenditures of \$0.4 million is due to negotiated labor contracts.
- Decrease in Services and Supplies expenditures of \$51,000 is due to various cost savings and more efficient delivery of services.

Revenue

- Overall increase in revenue of \$0.3 million is primarily due to anticipated increases in cable franchise fees and more aggressive fee-for-service targets.



Performance Measures	2002-03 Adopted	2002-03 Estimated Actual	2003-04 Proposed	2004-05 Proposed
Number of media trainings conducted by DMPR staff for other Departments.	6	6	6	8
Number of new programs, segments and PSAs produced by CTN highlighting one or more Strategic Plan Initiatives.	75	76	80	85
Percentage of staff training and professional development targets actually achieved.	100%	100%	100%	100%
Percentage difference between estimated and actual cable television franchise fees.	Within 5%	Within 3%	Within 5%	Within 5%
Positive media placements coordinated by DMPR staff. ¹	NA	NA	50	50

¹New Performance Measure for 2003-05, which better represents the County's three Strategic Initiatives.



Media and Public Relations

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Media and Public Relations	22.00	22.00	0.00	22.00	0.00
Total	22.00	22.00	0.00	22.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Media and Public Relations	\$ 2,163,879	\$ 2,444,357	12.96	\$ 2,522,694	3.20
Total	\$ 2,163,879	\$ 2,444,357	12.96	\$ 2,522,694	3.20

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 1,615,727	\$ 1,992,178	23.30	\$ 2,090,481	4.93
Services & Supplies	483,678	432,179	(10.65)	432,213	0.01
Fixed Assets Equipment	40,000	20,000	(50.00)	—	(100.00)
Management Reserves	24,474	—	(100.00)	—	(100.00)
Total	\$ 2,163,879	\$ 2,444,357	12.96	\$ 2,522,694	3.20

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Fund Balance	24,474	—	(100.00)	—	(100.00)
Licenses Permits & Franchises	2,068,895	2,444,357	18.15	2,522,694	3.20
Other Financing Sources	70,510	—	(100.00)	—	(100.00)
General Revenue Allocation	—	—	(100.00)	—	(100.00)
Total	\$ 2,163,879	\$ 2,444,357	12.96	\$ 2,522,694	3.20

County Administration Center Major Maintenance



Department Description

Established by the Board of Supervisors in December 1997, this program supports major maintenance projects at the County Administration Center (CAC). Under direction of the Clerk of the Board of Supervisors and in consultation with CAC tenant departments, projects are established to maintain the infrastructure of this historic building and grounds.

Mission Statement

To provide major maintenance services to common areas of the County Administration Center.

2002-03 Accomplishments

Fiscal Stability

- Completed retrofit of outdated air handling units with new energy efficient models.
- Continued to focus on electrical system maintenance and energy conservation projects.

Workplace Improvement

- Continued with ongoing building security modification projects.
- Completed elevator improvement project planning.
- Completed the planning phase of public conference room refresh project.

2003-05 Objectives

Strategic Initiative – Kids

- Continue to maintain the grounds to provide a safe and enjoyable environment for the use of families and their children.

Strategic Initiative – The Environment

- Replace the roof on the southeast wing of the building.
- Continue the electrical system improvement project.
- Plan and implement an HVAC distribution system renovation project for specific areas of the building.

Strategic Initiative – Safe and Livable Communities

- Continue the ongoing building security modification projects.
- Complete the elevator replacement project.

Changes from 2002-03 Adopted

Expenditure

- Decrease in Services and Supplies expenditures of approximately \$.4 million is due to reduction in planned major maintenance projects.



County Administration Center Major Maintenance

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Total	0.00	0.00	(100.00)	0.00	(100.00)

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
CAC Major Maintenance	\$ 1,133,800	\$ 778,800	(31.31)	\$ 778,800	0.00
Total	\$ 1,133,800	\$ 778,800	(31.31)	\$ 778,800	0.00

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Services & Supplies	1,133,800	778,800	(31.31)	778,800	0.00
Total	\$ 1,133,800	\$ 778,800	(31.31)	\$ 778,800	0.00

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Proposed Budget	% Change	Fiscal Year 2004-2005 Proposed Budget	% Change
Revenue From Use of Money & Property	13,800	13,800	0.00	13,800	0.00
General Revenue Allocation	1,120,000	765,000	(31.70)	765,000	0.00
Total	\$ 1,133,800	\$ 778,800	(31.31)	\$ 778,800	0.00

Capital Program

Capital Program

.....
Capital Program Summary
.....

Capital Outlay Fund
.....

Justice Facility Construction Fund
.....

County Health Complex Fund
.....

Edgemoor Development Fund
.....

Library Projects COF
.....

Outstanding Capital Projects By Group/Agency
.....

Capital Program Summary



Capital Program Summary

The Capital Program consists of five funds. The first two funds, the County Health Complex and the Criminal Justice Facilities, contain budgets for lease-payments, land acquisitions, and capital projects related to the Rosecrans Health Complex, and Criminal and Justice related facilities.

The third fund, the Capital Outlay Fund, includes lease purchases, land acquisitions, and capital projects, which do not fall into the previous two program categories.

The fourth fund, the Library Project Fund, was established in Fiscal Year 1999–2000 for the acquisition and construction of libraries throughout San Diego County.

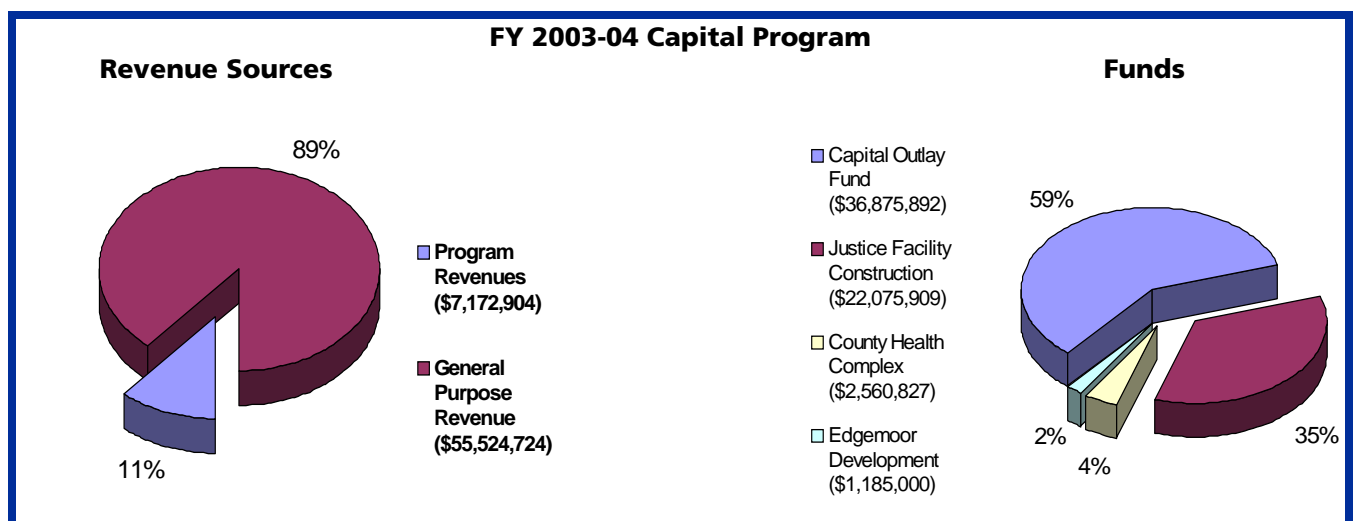
The fifth fund, the Edgemoor Development Fund, was established in 1979 for the use, development, and disposition of the 325 acre Edgemoor site property. Revenues from leases and future sale of land are intended to

assist in the planning process for the Edgemoor property and the financing of needed public facilities.

The Community Services Group, Department of General Services, annually prepares a Capital Improvement Plan (CIP) that includes a comprehensive listing of all capital projects, leases, major maintenance, and public works projects over the next five years.

Using the CIP as the starting point for the capital program, new capital projects are budgeted in the year they are initiated. Any amounts remaining at the end of the fiscal year are encumbered and automatically rolled over into the next fiscal year until the project is completed.

The following tables provide information for the five Capital Programs followed with a list of the current outstanding Capital Projects.





Capital Program Summary

Budget by Fund

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Capital Outlay Fund	\$ 41,975,928	\$ 36,875,892	-12.1%	\$ 24,927,477	-32.4%
Justice Facility Construction	22,689,771	22,075,909	-2.7%	22,668,207	2.7%
County Health Complex	2,558,604	2,560,827	0.1%	2,562,639	0.1%
Library Projects	718,696	—	-100.0%	—	0.0%
Edgemoor Development	515,500	1,185,000	129.9%	5,360,000	352.3%
Total	\$ 68,458,499	\$ 62,697,628	-8.4%	\$ 55,518,323	-11.5%

Budget by Category of Expenditures

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Lease Payments	\$ 55,518,969	\$ 52,875,628	-4.8%	\$ 50,158,323	-5.1%
Capital Projects	9,608,030	837,000	-91.3%	—	-100.0%
Land Acquisition	2,816,000	8,375,000	197.4%	—	-100.0%
Services and Supplies	515,500	610,000	18.3%	5,360,000	778.7%
Total	\$ 68,458,499	\$ 62,697,628	-8.4%	\$ 55,518,323	-11.5%

Budget by Category of Revenue

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
AB189	\$ 2,782,399	\$ 3,255,105	17.0%	\$ 2,905,950	-10.7%
Aid from Redevelopment Agency	800,000	800,000	0.0%	800,000	0.0%
Rent	1,500,927	1,492,344	-0.6%	1,499,988	0.5%
Charges to Other Districts	1,094,169	618,455	-43.5%	621,806	0.5%
Interest Earnings	20,000	20,000	0.0%	20,000	0.0%
Fund Balance	136,500	747,177	447.4%	72,177	-90.3%
General Revenue Allocation	52,861,949	54,777,547	3.6%	44,598,402	-18.6%
Fed Aid-HUD Ctr/CDT-TFSC (CDBG)	1,494,000	—	-100.0%	—	0.0%
Sale of Fixed Asset	100,000	150,000	50.0%	5,000,000	3233.3%
Op Transfer from Parkland Dedication	160,000	—	-100.0%	—	0.0%
State Construction Other	345,000	—	-100.0%	—	0.0%
AB189	2,782,399	3,255,105	17.0%	2,905,950	-10.7%



Capital Program Summary

Budget by Category of Revenue

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Aid from Redevelopment Agency	800,000	800,000	0.0%	800,000	0.0%
Rent	1,500,927	1,492,344	-0.6%	1,499,988	0.5%
Charges to Other Districts	1,094,169	618,455	-43.5%	621,806	0.5%
Interest Earnings	20,000	20,000	0.0%	20,000	0.0%
Fund Balance	136,500	747,177	447.4%	72,177	-90.3%
General Revenue Allocation	52,861,949	54,777,547	3.6%	44,598,402	-18.6%
Fed Aid-HUD Cltr/CDT-TFSC (CDBG)	1,494,000	—	-100.0%	—	0.0%
Sale of Fixed Asset	100,000	150,000	50.0%	5,000,000	3233.3%
Op Transfer from Parkland Dedication	160,000	—	-100.0%	—	0.0%
State Construction Other	345,000	—	-100.0%	—	0.0%
Operating Transfer From Library Fund	413,696	—	-100.0%	—	0.0%
Recreation Areas	75,000	—	-100.0%	—	0.0%
Prop 12	6,674,859	—	-100.0%	—	0.0%
Trust Fund	—	75,000	100.0%	—	-100.0%
PLDO	—	232,000	100.0%	—	-100.0%
Operating Transfer From Inactive Wastesite	—	530,000	100.0%	—	-100.0%
Total	\$ 68,458,499	\$ 62,697,628	-8.4%	\$ 55,518,323	-11.5%

Capital Outlay Fund

Capital Outlay Fund

Budget by Category of Expenditures

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Lease Payments	\$ 30,270,594	\$ 28,238,892	-6.7%	\$ 24,927,477	-11.7%
Capital Projects	8,889,334	837,000	-90.6%	—	-100.0%
Land Acquisition	2,816,000	7,800,000	177.0%	—	-100.0%
Total	\$ 41,975,928	\$ 36,875,892	-12.1%	\$ 24,927,477	-32.4%

Capital Projects Detail

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Lease Payments					
1993 A- Starbuilders	\$ 118,638	\$ 118,284	-0.3%	\$ 118,613	0.3%
1993 Master Refunding- South County	3,820,018	3,823,342	0.1%	3,826,052	0.1%
1993 Master Refunding –East County	5,081,346	5,085,769	0.1%	5,089,374	0.1%
1993 Master Refunding – Topaz	471,011	471,417	0.1%	471,748	0.1%
1993 Vista Refunding	2,848,235	2,846,195	-0.1%	2,846,780	0.0%
1996 Motorola	3,477,695	—	-100.0%	—	0.0%
1996 Regional Communication System	5,949,181	5,769,757	-3.0%	5,930,482	2.8%
1997 Master Refunding	5,352,525	3,524,640	-34.1%	—	-100.0%
2000 MTS Tower	3,151,945	3,147,802	-0.1%	3,168,292	0.7%
2002 Motorola	—	3,451,686	100.0%	3,476,136	0.7%
Total-Lease Payments	\$ 30,270,594	\$ 28,238,892	-6.7%	\$ 24,927,477	-11.7%
Capital Projects					
KA9500 Multiple Species Conservation Program	\$ 2,816,000	\$ 7,800,000	177.0%	—	-100.0%
KA2564 Otay River Valley Acq.	250,000	—	-100.0%	—	0.0%
KA3420 Bonsall Park River Site	383,859	—	-100.0%	—	0.0%
KK0865 Spring Valley Teen Gym	678,000	—	-100.0%	—	0.0%
KK2968 Cactus Park Sportfield	50,000	—	-100.0%	—	0.0%
KN1884 Lindo Lake Pavillion	10,745	—	-100.0%	—	0.0%



Capital Projects Detail

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
KN0787 Cottonwood Park Dev. Ph. 3	600,000	—	-100.0%	—	0.0%
KN0873 Tijuana River Valley Sports Park	300,000	—	-100.0%	—	0.0%
KN0880 Spring Valley Teen Center	75,000	—	-100.0%	—	0.0%
KN0884 Lakeside Teen Ctr	306,000	—	-100.0%	—	0.0%
KN3401 Jess Martin Park Sportsfield	100,000	—	-100.0%	—	0.0%
KN3402 Felicita Museum ADA	70,000	—	-100.0%	—	0.0%
KN3403 Felicita Park Playgrounds	125,000	—	-100.0%	—	0.0%
KN3404 Lake Morena Park Impr	200,000	—	-100.0%	—	0.0%
KN3405 Lkeside Park Improvements	745,000	—	-100.0%	—	0.0%
KN3406 Sweetwater Pk SR 125	345,000	—	-100.0%	—	0.0%
KN3407 Lindo Lake Well	34,730	—	-100.0%	—	0.0%
KN3408 Los Penasquitos Trail	75,000	—	-100.0%	—	0.0%
KN3409 Potrero Park Playground	125,000	—	-100.0%	—	0.0%
KN3410 Sweetwater Playground	135,000	—	-100.0%	—	0.0%
KN3411 Borrego Springs Park	78,000	—	-100.0%	—	0.0%
KN3412 East County Sports	250,000	—	-100.0%	—	0.0%
KN3413 Fallbrook Comm Park Playground	165,000	—	-100.0%	—	0.0%
KN3414 Felicita Park Improvements	530,000	—	-100.0%	—	0.0%
KN3415 Guajome Park Playground	500,000	7,000	-98.6%	—	-100.0%
KN3416 Nancy Jane Park Swings	140,000	—	-100.0%	—	0.0%
KN3417 San Dgto Upper Picnic	525,000	—	-100.0%	—	0.0%
KN3418 South Lane Park Imprv	98,000	—	-100.0%	—	0.0%



Capital Outlay Fund

Capital Projects Detail

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
KN3419 Sweetwater Bikeway Trails	1,100,000	—	-100.0%	—	0.0%
KN6019 Heritage Park Bankstand	700,000	—	-100.0%	—	0.0%
KN9032 Collier Park Facility Design	195,000	—	-100.0%	—	0.0%
KN4450 Lakeside Teen Center Phase III	—	125,000	100.0%	—	-100.0%
KN4451 Felicita Parking Lot Restoration	—	100,000	100.0%	—	-100.0%
KN4452 Simon Open Space Preserve Survey	—	75,000	100.0%	—	-100.0%
KA4453 Fallbrook B Burnsite Land Purchase	—	200,000	100.0%	—	-100.0%
KA4454 Fallbrook C Burnsite Land Purchase	—	200,000	100.0%	—	-100.0%
KA4455 Jacumba 1 Burnsite Land Purchase	—	50,000	100.0%	—	-100.0%
KA4456 Jacumba 2 Burnsite Land Purchase	—	50,000	100.0%	—	-100.0%
KA4457 Descanso Burnsite Land Purchase	—	30,000	100.0%	—	-100.0%
Total-Capital Projects	\$ 11,705,334	\$ 8,637,000	-26.2%	—	-100.0%
Total-Capital Outlay Fund	\$ 41,975,928	\$ 36,875,892	-12.1%	\$ 24,927,477	-32.4%



Capital Outlay Fund

Funding Source

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Lease Payments-General Fund					
1993 A- Starbuilders	\$ 118,638	\$ 118,284	-0.3%	\$ 118,613	0.3%
1993 Master Refunding- South County	3,820,018	3,823,342	0.1%	3,826,052	0.1%
1993 Master Refunding –East County	5,081,346	5,085,769	0.1%	5,089,374	0.1%
1993 Master Refunding – Topaz	471,011	471,417	0.1%	471,748	0.1%
1993 Vista Refunding	2,848,235	2,846,195	-0.1%	2,846,780	0.0%
1996 Motorola*	2,383,526	—	-100.0%	—	0.0%
1996 Regional Communication System	5,949,181	5,769,757	-3.0%	5,930,482	2.8%
1997 Master Refunding	5,352,525	3,524,640	-34.1%		-100.0%
2000 MTS Tower*	2,487,227	2,509,149	0.9%	2,530,784	0.9%
2002 Motorola		2,833,232	100.0%	2,854,330	0.7%
Total Lease-General Fund	\$ 28,511,707	\$ 26,981,785	-5.4%	\$ 23,668,163	-12.3%
Lease Payments-Chgs to Oth Districts					
2002 Motorola	\$ 1,094,169	\$ 618,455	-43.5%	\$ 621,806	0.5%
Total Lease-Chgs to Oth Districts	\$ 1,094,169	\$ 618,455	-43.5%	\$ 621,806	0.5%
Lease Payments-Rent Received					
2000 MTS Tower*	\$ 664,718	\$ 638,653	-3.9%	\$ 637,508	-0.2%
Total Lease-Rent Received	\$ 664,718	\$ 638,653	-3.9%	\$ 637,508	-0.2%
Capital Projects-General Fund					
KK9500 MSCP	—	\$ 7,800,000	100.0%	—	-100.0%
Total Capital Projects-General Fund	—	\$ 7,800,000	100.0%	—	-100.0%



Capital Outlay Fund

Funding Source

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Capital Projects-Simon Endowmt Trust Fund					
KN4452 Simon Open Sp Preserve/Trail	—	\$ 75,000	100.0%	—	-100.0%
Total Capital Projects-Simon Endowmt	—	\$ 75,000	100.0%	—	-100.0%
Capital Projects-Parkland Dedication Fund					
KN4450 Lakeside Teen Center	—	\$ 125,000	100.0%	—	-100.0%
KN4451 Felicita Parking Lot Restoration	—	100,000	100.0%	—	-100.0%
KN3415 Guajome Playground	—	7,000	100.0%	—	-100.0%
Total Capital Projects- Parkland Dedication	—	\$ 232,000	100.0%	—	-100.0%
Capital Projects-Inactive wastesite					
KA4453 Fallbrook B Burnsite Land Purch	—	\$ 200,000	100.0%	—	-100.0%
KA4454 Fallbrook C Burnsite Land Purch	—	200,000	100.0%	—	-100.0%
KA4455 Jacumba 1 Burnsite Land Purch	—	50,000	100.0%	—	-100.0%
KA4456 Jacumba 2 Burnsite Land Purch	—	50,000	100.0%	—	-100.0%
KA4457 Descano Burnsite Land Purch	—	30,000	100.0%	—	-100.0%
Total Capital Projects-Inactive waste site	—	\$ 530,000	100.0%	—	-100.0%

Justice Facility Construction Fund

Justice Facility Construction Fund

Budget by Category of Expenditures

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Lease Payments	\$ 22,689,771	\$ 22,075,909	-2.7%	\$ 22,668,207	2.7%
Total	\$ 22,689,771	\$ 22,075,909	-2.7%	\$ 22,668,207	2.7%

Capital Projects Detail

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Lease Payments					
1993 Ridgehaven	\$ 478,228	\$ 476,734	-0.3%	\$ 478,120	0.3%
1993 Master Refunding - East Mesa	740,188	740,828	0.1%	741,348	0.1%
1993 Master Refunding – Juvenile Hall	437,603	437,978	0.1%	438,284	0.1%
1993 Master Refunding – Clairemont Hospital	1,841,356	1,842,955	0.1%	1,844,258	0.1%
1993 Master Refunding – East Mesa Land	2,403,632	2,405,720	0.1%	2,407,422	0.1%
1993 Master Refunding – SD Muni Building	766,465	767,127	0.1%	767,666	0.1%
1996 North & East County Regional Center Project	2,941,430	2,860,940	-2.7%	2,936,058	2.6%
1996 Ohio Street Lease Purchase	159,621	168,865	5.8%	170,128	0.7%
1997 Central Jail	5,530,558	5,323,756	-3.7%	5,516,286	3.6%
1998 Hall of Justice	5,495,797	5,205,199	-5.3%	5,495,399	5.6%
1999 East Mesa Refunding	1,894,893	1,845,807	-2.6%	1,873,238	1.5%
Total-Justice Facility Construction Fund	22,689,771	22,075,909	-2.7%	22,668,207	2.7%
1993 Master Refunding – Clairemont Hospital	1,841,356	1,842,955	0.1%	1,844,258	0.1%
1993 Master Refunding – East Mesa Land	2,403,632	2,405,720	0.1%	2,407,422	0.1%
1993 Master Refunding – SD Muni Building	766,465	767,127	0.1%	767,666	0.1%
1996 North & East County Regional Center Project	2,941,430	2,860,940	-2.7%	2,936,058	2.6%



Justice Facility Construction Fund

Capital Projects Detail

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
1996 Ohio Street Lease Purchase	159,621	168,865	5.8%	170,128	0.7%
1997 Central Jail	5,530,558	5,323,756	-3.7%	5,516,286	3.6%
1998 Hall of Justice	5,495,797	5,205,199	-5.3%	5,495,399	5.6%
1999 East Mesa Refunding	1,894,893	1,845,807	-2.6%	1,873,238	1.5%
Total-Justice Facility Construction Fund	\$ 22,689,771	\$ 22,075,909	-2.7%	\$ 22,668,207	2.7%

Funding Source

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Lease Payments-General Fund					
1993 Ridgehaven	\$ 478,228	\$ 476,734	-0.3%	\$ 478,120	0.3%
1993 Master Refunding - East Mesa	740,188	740,828	0.1%	741,348	0.1%
1993 Master Refunding – Clairemont Hospital	1,841,356	1,842,955	0.1%	1,844,258	0.1%
1993 Master Refunding – East Mesa Land	2,403,632	2,405,720	0.1%	2,407,422	0.1%
1996 North & East County Regional Center Project	2,941,430	2,860,940	-2.7%	2,936,058	2.6%
1996 Ohio Street Lease Purchase	159,621	168,865	5.8%	170,128	0.7%
1997 Central Jail	5,530,558	5,323,756	-3.7%	5,516,286	3.6%
1998 Hall of Justice	2,540,257	1,769,331	-30.3%	2,400,743	35.7%
1999 East Mesa Refunding	1,894,893	1,845,807	-2.6%	1,873,238	1.5%
Total Lease-General Fund	\$ 18,530,163	\$ 17,434,936	-34%	\$ 18,367,601	\$0
Lease Payments-AB189					
1993 Master Refunding – Juvenile Hall	\$ 437,603	\$ 437,978	0.1%	\$ 438,284	0.1%
1993 Master Refunding – SD Muni Building	766,465	767,127	0.1%	767,666	0.1%



Justice Facility Construction Fund

Funding Source

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
1998 Hall of Justice	1,578,332	2,050,000	29.9%	1,700,000	-17.1%
Total Lease-AB189	\$ 2,782,400	\$ 3,255,105	17.0%	\$ 2,905,950	-10.7%
Lease Payments-Rent Received					
1998 Hall of Justice	\$ 577,208	\$ 585,868	1.5%	\$ 594,656	1.5%
Total Lease-Rent Received	\$ 577,208	\$ 585,868	1.5%	\$ 594,656	1.5%
Lease Payments- Aid from Redevelopment					
1998 Hall of Justice	\$ 800,000	\$ 800,000	0.0%	\$ 800,000	0.0%
Total Lease-Aid from Redevelopment	\$ 800,000	\$ 800,000	0.0%	\$ 800,000	0.0%

County Health Complex Fund

County Health Complex Fund

Budget by Category of Expenditures

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Lease Payments	\$ 2,558,604	\$ 2,560,827	0.1%	\$ 2,562,639	0.1%
Total	\$ 2,558,604	\$ 2,560,827	0.1%	\$ 2,562,639	0.1%

Capital Projects Detail

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Lease Payments					
1993 Master Refunding – Health Complex	\$ 2,558,604	\$ 2,560,827	0.1%	\$ 2,562,639	0.1%
Total-County Health Complex Fund	\$ 2,558,604	\$ 2,560,827	0.1%	\$ 2,562,639	0.1%

Funding Source

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Lease Payments-General Fund					
1993 Master Refunding – Health Complex	\$ 2,558,604	\$ 2,560,827	0.1%	\$ 2,562,638	0.1%
Total Lease-General Fund	\$ 2,558,604	\$ 2,560,827	0.1%	\$ 2,562,638	0.1%

Edgemoor Development Fund

Edgemoor Development Fund

Budget by Category of Expenditures

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Land Acquisition	—	\$ 575,000	100.0%	—	-100.0%
Services & Supplies	415,500	610,000	46.8%	5,360,000	778.7%
Total	\$ 415,500	\$ 1,185,000	185.2%	\$ 5,360,000	352.3%

Capital Projects Detail

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Land Acquisition	—	\$ 575,000	100.0%	—	100.0%
Professional Services	415,500	460,000	10.7%	360,000	-21.7%
General Reserve	—	150,000	100.0%	5,000,000	3233.3%
Total-Edgemoor Development Fund	\$ 415,500	\$ 1,185,000	185.2%	\$ 5,360,000	352.3%

Funding Source

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Rent Received					
Edgemoor Fund	—	\$ 267,823	100.0%	\$ 267,823	0.0%
Sale of Fixed Assets					
General Reserve	—	150,000	100.0%	5,000,000	3233.3%
Fund Balance					
Edgemoor Fund	—	747,177	100.0%	72,177	-90.3%
Fund Balance					
Edgemoor Fund	—	20,000	100.0%	20,000	0.0%

Library Projects COF

Library Projects COF

Budget by Category of Expenditures

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Capital Projects	\$ 718,696	—	-100.0%	—	0.0%
Total	\$ 718,696	—	-100.0%	—	0.0%

Capital Projects Detail

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
KL2981 Julian Sh Use Lib	\$ 358,996	—	-100.0%	—	0.0%
KL1600 Campo Library Design	4,700	—	-100.0%	—	0.0%
KL9542 Cardiff Library Construction	250,000	—	-100.0%	—	0.0%
KI7020 Spring Valley Library	105,000	—	-100.0%	—	0.0%
Total-Library Projects COF	\$ 718,696	—	-100.0%	—	0.0%

Outstanding Capital Projects By Group/Agency

Outstanding Capital Projects By Group/Agency

Public Safety Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4651 DWNTWN CRTHS REMODEL	KK4901	93/94	\$ 2,158,416	\$ 708,685
4672 RCS COMM CNTR	KK5016	94/95	10,105,461	5,433
4626 CAMP BARRETT HOUSING	KK6114	95/96	195,000	5,775
4634 ADULT SUPV OFC OHIO	KK6115	95/96	757,881	1,521
4647 FIREARMS TRAINING	KK6116	95/96	6,182,370	1,242,985
4548 DOWNTOWN COURTHSE ACQ	KA8030	97/98	10,179,230	37,694
4830 DOWNTOWN COURT HOUSE	KK8030	97/98	727,805	3,354
4832 LAS COLINAS WOM D F	KK8032	97/98	1,598,907	1,137,394
4834 TRAFFIC COURT	KK8034	97/98	221,589	16,487
4913 RANCHO DEL CAMPO WW	KK9013	98/99	76,125	12,280
4917 DESCANSO DET FACILTY	KK9017	98/99	1,171,151	274,548
4925 JF DUFFY ADMIN CTR	KK9025	98/99	3,819,180	75,209
4935 CAMPO SEWER SYSTEM	KK9035	98/99	178,520	130,926
4570 SDMC EXTERIOR LTG	KK9503	98/99	6,000	6,000
4571 ECMC ELECTRONIC DOOR	KK9504	98/99	60,000	60,000
4573 JUV CRT LOCK RM DIV	KK9506	98/99	21,080	21,080
4574 JUV PROB CTR KEY ACC	KK9508	98/99	1,503	150
4576 SHRF CRIME LAB SECTY	KK9509	98/99	142,000	981
4685 LCDF IMPROVEMENTS	KK0685	99/00	640,000	161,016
4686 JULIAN SUBSTATION RP	KK0686	99/00	1,216,446	66,563
4687 PINE VALLEY SUBST RP	KK0687	99/00	1,200,000	1,189,522
4690 SBRC RELOC MOD FAC	KK0690	99/00	182,076	8,480
4698 JV HALL CLINIC MOD	KK0698	99/00	64,960	5,298
4708 NO CO EXPANSION	KK0708	99/00	55,097	55,097
4781 E MESA JV DET FACILTY	KK0781	99/00	52,803,041	24,476,990
4662 VISTA REG CTR ARCC	KK1662	00/01	2,000,000	2,000,000
4712 EAST MESA WAREHOUSE	KK1712	00/01	834,958	792,002
4715 NCRC CRTHSE/ANX RMOD	KK1715	00/01	5,342,329	1,218,325
4717 E MESA JUV FAC AC RD	KK1717	00/01	2,703,035	1,320,797
4718 DWNTN SD LAW LIB RMD	KK1718	00/01	294,578	4,611



Outstanding Capital Projects By Group/Agency

Public Safety Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4904 EAST MESA VEH IMP LT	KK1904	00/01	50,000	5,914
4953 VALLEY CTR MUSEUM	KK1953	00/01	254,804	46,361
4994 SHRF CRIME LAB RMDL	KK2994	01/02	2,596,569	2,223,497
4424 JUV COURT EXPANSION	KK3424	02/03	370,977	358,354
Total-Public Safety			\$ 108,211,088	\$ 37,673,328

Health and Human Services Agency

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4833 POLINSKY CARD SECRTY	KK8023	97/98	\$ 120,000	\$ 9,099
4903 HEALTH SEC TEMP ASKE	KK9550	98/99	58,000	13,122
4909 ENV HLTH-FIRE ALM HW	KK9555	98/99	45,750	45,750
4688 EDGEMOOR INSTALL A/C	KK0688	99/00	9,415	725
4689 TOPAZ BLDG-NEW TRUNK	KK0689	99/00	161,682	47,780
4697 HEALTH COMPLEX CF RM	KK0697	99/00	23,104	3,181
4699 SE HLTH CTR FIRE UPG	KK0699	99/00	60,000	60,000
4707 OCEANSIDE OFC EXPNSN	KK0707	99/00	100,000	100,000
4772 NORTHEAST DIST RSTRM	KK0772	99/00	50,000	30,455
4776 NCOASTAL REG RSTRM	KK0776	99/00	100,000	3,326
4789 BRDNG SCH-SN PASQUAL	KK0789	99/00	14,964,065	67,356
4866 EDGEMOOR RECONSTRUCT	KK0866	99/00	5,681,317	1,049,072
4991 SAN PASQUAL TECH CTR	KK2991	01/02	1,221,676	146,859
4992 SAN PASQUAL GYM	KK2992	01/02	2,010,758	1,579,537
4993 SAN PASQUAL GIRL DRM	KK2993	01/02	1,650,000	1,551,006
4422 POLINSKY CTR NURSERY	KK3422	02/03	2,000,000	1,943,017
4430 SAN PASQ HLTH WELLNS	KK3430	02/03	500,000	488,698
Total-Health & Human Services			\$ 28,755,767	\$ 7,138,983



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4674 COMM SVCS DIST JPA	KN5018	94/95	\$ 540,350	\$ 19,516
4823 SAN ELIJO L VISITORS	KN5023	94/95	160,280	4,301
4619 HERITAGE PK BANDSTND	KN6019	95/96	715,000	713,350
4741 OTAY LAKE PARK RESTO	KN7022	96/97	2,483,532	340,023
4706 LINDO LAKE PKNG LOT	KN7024	96/97	210,000	1,763
4790 GUAJOME RESTOR	KN7915	96/97	1,715,300	25,906
4540 WASTESITE LAND ACQ	KA8950	97/98	8,238,400	6,301,269
4813 JESS MARTIN PARK	KN8013	97/98	70,150	1,357
4815 GUAJOME SPORTSFIELD	KN8015	97/98	265,000	211,198
4817 GUAJOME ADOBE IMPV	KN8017	97/98	221,381	93,792
4845 OAKOASIS LOG HSE RST	KN8045	97/98	94,136	36,873
4545 MULT SPECIES CON PRG	KA9500	98/99	17,287,721	4,190,063
4851 CARDIFF LIB LAND ACQ	KA9542	98/99	989,000	12,567
4546 TJ RIVER VALLEY ACQ	KA9730	98/99	10,736,437	2,300,756
4916 RAINBOW PARK PHASE I	KN9016	98/99	1,486,471	418,294
4920 TJRV/EFFIE MAE FARM	KN9020	98/99	126,629	54,293
4921 VLCN MT REST/ERSN	KN9021	98/99	17,000	3,197
4931 SWTWTR-MORRISON POND	KN9031	98/99	234,526	14,735
4932 COLLIER PK FAC DSGN	KN9032	98/99	928,676	820,824
4908 WILDERNESS GDN WELL	KN9554	98/99	15,000	14,730
4536 SPG VLY TRANSIT CTR	KA0071	99/00	50,000	22,281
4549 VLCN MTPRSER VI ACQ	KA0549	99/00	744,081	196,923
4550 OTY VLY REG PK II AQ	KA0550	99/00	5,618,006	5,294,371
4551 ESCONDIDO CREEK ACQ	KA0551	99/00	2,258,446	1,490,010
4587 SPRING VLLY TRAN CTR	KH0071	99/00	1,092,486	824,145
4865 SPRING VLY GYM	KK0865	99/00	2,469,608	2,067,313
4880 SPRING VLY TEEN CTR	KK0880	99/00	395,000	292,867
4982 OTAY VLY REG PK	KN0550	99/00	700,000	545,432
4754 LAMAR PARK DEVELOP	KN0754	99/00	889,224	629,321
4783 JULIAN SKATEBOARD PK	KN0783	99/00	389,327	107,380
4786 LINCOLN ACRES PARK	KN0786	99/00	112,041	1,337



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4787 COTTONWOOD III PARK	KN0787	99/00	1,439,642	500,435
4867 AGUA CALIENTE PK RST	KN0867	99/00	447,508	390,475
4868 COLLIER PK WLK WLK/P	KN0868	99/00	225,236	16,092
4870 PINE VLY BSKT/TENNIS	KN0870	99/00	500,063	485,634
4871 SO BAY BIO AREA ENHC	KN0871	99/00	150,000	118,477
4873 TJ RVR VLY SPORTS PK	KN0873	99/00	2,758,830	2,417,841
4877 VLCN MTN PSERV TRAIL	KN0877	99/00	23,210	19,634
4878 WH HEISE PK TRAIL IM	KN0878	99/00	16,544	6,048
4884 LAKESIDE TEEN CENTER	KN0884	99/00	570,597	477,062
4557 BANCROFT PARK ACQ	KA1557	00/01	473,000	473,000
4562 NORTH CTY OPEN ACQ	KA1562	00/01	284,160	109,858
4565 SD RVR PKWY ACQ-LKSD	KA1565	00/01	800,000	800,000
4971 SAN ELIJO ACQUISITNS	KA1971	00/01	2,446,053	536,908
4423 FALLBRK LIB LAND ACQ	KA1974	00/01	75,000	35
4563 FALLBRK COMM CTR PLY	KN1533	00/01	248,915	41,949
4561 JUL JESS MAR COM CTR	KN1561	00/01	220,688	128,574
4714 RIOS CYN BALLFLD/PLY	KN1714	00/01	149,871	2,021
4555 LINDO LK PAVILN RECN	KN1884	00/01	205,709	75,698
4885 SV COMM CTR PLY IMPR	KN1885	00/01	220,963	6,870
4886 JULIAN MEM PK IMPRV	KN1886	00/01	50,000	44,084
4954 DOS PICOS PK PICNIC	KN1954	00/01	546,953	529,299
4965 OPEN SPACE VOL PADS	KN1965	00/01	100,000	100,000
4976 SAN ELIJO ADA PK-TRL	KN1976	00/01	40,000	39,740
4977 SAN DIEGTO ACC-PICNC	KN1977	00/01	35,000	330
4978 LOS PENASG ADA PK-TR	KN1978	00/01	30,000	30,000
4964 FALLBROOK SPORTS PK	KN1979	00/01	754,859	743,657
4564 OTAY RIVER VLY PK AC	KA2564	01/02	1,250,000	1,250,000
4973 TRAIL EASEMENT ACQ	KA2973	01/02	19,983	19,983
4987 RAMONA COMM CAMPUS	KA2987	01/02	3,020,000	2,855,300
4585 SPRING VLY PK ENTR I	KK2585	01/02	345,050	91,956
4836 HERITAGE PK PKNG LOT	KN2104	01/02	288,399	12,550



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4577 COLLIER PK VOLUN PAD	KN2577	01/02	136,270	56,293
4582 LIVE OAK PK PAR/BSKT	KN2582	01/02	91,383	15,105
4630 TJ RVR FL REG PK FEN	KN2630	01/02	150,000	144,532
4669 SWTR PK EQUES CENTER	KN2669	01/02	200,000	198,560
4678 REG CAMP PK ELEC UPG	KN2678	01/02	200,000	198,969
4680 SWTR PK POND RESTOR	KN2680	01/02	50,000	42,678
4752 OTAY VLY PK FEN/SUP	KN2752	01/02	60,000	59,909
4849 SWTR EQUESTRIAN BRDG	KN2849	01/02	230,000	230,000
4918 VERNA HOUSE RESTORTN	KN2918	01/02	449,923	449,769
4919 DAIRY MART POND RSTN	KN2919	01/02	50,000	49,877
4955 AGU CALIENTE PK IMP	KN2955	01/02	1,007,000	1,006,959
4956 EL MONTE PK PLYGRD	KN2956	01/02	571,503	186,665
4957 FLINN SPRINGS PK IMP	KN2957	01/02	301,752	290,180
4958 LAKE JENNINGS PK IMP	KN2958	01/02	180,000	173,306
4960 LAKE MORENA PK EQUIP	KN2960	01/02	350,000	349,566
4961 LINDO LAKE PK LIGHT	KN2961	01/02	78,248	36,016
4962 STELTZER PK PLYGRND	KN2962	01/02	295,000	288,254
4963 W HEISE PLYGRD RSTRM	KN2963	01/02	189,828	173,361
4968 CACTUS PK SPORTSFLD	KN2968	01/02	160,000	119,517
4985 OTAY VLY PK TREE-IRR	KN2985	01/02	50,000	39,622
4995 OTAY VLY PK INTRP CT	KN2995	01/02	100,000	100,000
4996 TJ RVR TRL CROSSING	KN2996	01/02	200,000	200,000
4420 BONSALE PK RVR ACQ	KA3420	02/03	383,859	383,166
4426 DERBAS ACQUISITION	KA3426	02/03	3,464,500	2,261,844
4872 SWTWTR LAKEVIEW	KN3106	02/03	2,471,283	526,718
4401 JESS MARTIN PK SPORT	KN3401	02/03	100,000	100,000
4402 FELICITA MUS ADA IMP	KN3402	02/03	70,000	62,231
4403 FELICITA PARK PLYGRD	KN3403	02/03	125,000	125,000
4405 LKSD PARK IMPRV	KN3405	02/03	703,000	703,000
4406 SWTWTR PK SR125 MIT	KN3406	02/03	410,000	405,540
4407 LINDO LAKE WELL	KN3407	02/03	34,730	34,730



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4408 LOS PENASQ TRL RESTR	KN3408	02/03	75,000	74,923
4409 POTRERO PK PLYGRNDS	KN3409	02/03	125,000	125,000
4410 SWEETWATER PLYGRNDS	KN3410	02/03	135,000	135,000
4411 BORREGO SPR PK MPLAN	KN3411	02/03	78,000	77,167
4412 E COUNTY SPORTS COMP	KN3412	02/03	250,000	250,000
4413 FALLBRK COMM PK PLYG	KN3413	02/03	165,000	164,303
4414 FELICITA PK IMPRV	KN3414	02/03	530,000	530,000
4415 GUAJOME PK PLY/RS/DK	KN3415	02/03	500,000	500,000
4416 NANCY JANE PK SWINGS	KN3416	02/03	140,000	140,000
4417 SAN DIEGUITO UP PIC	KN3417	02/03	525,000	525,000
4418 SOUTH LANE PK IMPRV	KN3418	02/03	98,000	98,000
4419 SWTWTR BKWY TRL LONS	KN3419	02/03	1,100,000	1,100,000
4428 LINC ACR COMM CTR PK	KN3428	02/03	76,800	76,800
Total-Land Use & Environment			\$ 95,650,520	\$ 52,181,257



Outstanding Capital Projects By Group/Agency

Community Services Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4869 UNGROUND STORAGE TNK	KK6100	95/96	\$ 3,177,532	\$ 170,090
4882 SPRING VLY LIBRARY	KL7020	96/97	3,430,300	1,235,123
4922 RANCHO SD LIBRARY	KL9022	98/99	5,147,693	479,523
4923 VALLEY CTR LIBRARY	KL9023	98/99	4,420,870	366,528
4753 BONITA LIBR-CONSTR	KL9540	98/99	3,917,450	3,900,750
4778 CARDIFF LIBRARY	KL9542	98/99	1,994,304	563,566
4756 ENCINITAS LIBR-CONST	KL9543	98/99	250,000	250,000
4757 PROTRERO LIBRARY-REP	KL9544	98/99	466,258	1,346
4709 NO COUNTY ANIM SHEL	KK1709	00/01	6,573,854	6,151,145
4567 CAMPO LIBRARY DESIGN	KL1600	00/01	345,525	23,383
4974 FALLBROOK LIBRARY	KL1974	00/01	433,100	261,007
4966 NCAS FIRE SPRINKLERS	KK2966	01/02	136,165	136,165
4967 SCAS FIRE SPRINKLERS	KK2967	01/02	122,551	122,551
4981 JULIAN SH USE LIB	KL2981	01/02	804,794	599,629
4983 ALPINE LIBRARY	KL2983	01/02	155,511	4,117
4421 CAC WATERFRONT PARK	KK3421	02/03	2,900,000	1,750,496
Total-Community Services			\$ 34,275,907	\$ 16,015,419

Finance & General Government Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4755 KEARNY MESA ARCC BLD	KK2586	01/02	\$ 6,867,809	\$ 3,772,433
Total-Finance & General Government			\$ 6,867,809	\$ 3,772,433

Total Outstanding Capital Projects

			Total Appropriations	Remaining Balance
Total Outstanding Capital Projects			\$ 273,761,091	\$ 116,781,420



Finance-Other

Finance-Other

.....
Finance-Other Summary
.....

Finance-Other



Description

This group of programs includes miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them, or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

The following provides a brief description of the purpose of these organizational units along with supporting and explanatory information:

Cash Borrowing

These appropriations fund the cost of financing the County's short-term cash borrowing program. In Fiscal Year 2003-04, the preliminary estimate reflects total borrowing needs of \$300 million for Tax and Revenue Anticipation Notes (TRANS) at an interest rate of approximately 2.0%. The estimated cost of the TRANS borrowing is \$4.9 million. Additionally, these appropriations include \$0.9 million for an estimated \$63 million for the Teeter Borrowing Program. The proposed appropriations for the cash borrowing program are higher than the amount stated above in order to provide a contingency should either the actual amount or the interest rate be higher than currently estimated.

Community Enhancement

Community Enhancement funds are appropriated to fund cultural activities, museums, visitor and convention bureaus, economic development councils, and other similar institutions which promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. The amount of funding proposed by the CAO for Community Enhancement approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected each year. Applications for funding are submitted to the Board of Supervisors by March 1 preceding the new

fiscal year, with approval of projects given through the budget adoption process. The amount proposed for Fiscal Year 2003-04 and 2004-05 is lower than Fiscal Year 2002-03 as a result of reduced TOT revenues.

Community Projects

The Community Projects program provides funds to community organizations for furtherance of public purposes at the regional and community levels throughout San Diego County. The funding source is fund balance and the proposed appropriation of \$10.0 million is consistent with amounts available for this program in prior years. Future funding will be contingent on the availability of fund balance. Recommendations for project funding are made throughout the year by individual Board members subject to approval by the Board as a whole.

Contributions to the County Library System

These General Fund appropriations are provided based on Board of Supervisors' policy to augment the County Library Fund. The increase of \$960,000 for fiscal year 2003-04 is a one-time contribution designed to assist the Library while it restructures to lower service levels or identifies additional revenue for Fiscal Years 2004-05 and beyond.

Contingency Reserve—General Fund

A Contingency Reserve appropriation of \$11.0 million is proposed for Fiscal Years 2003-04 and 2004-05. These appropriations are a source of funding for unanticipated needs or events that may occur during the fiscal year.



Examples of potential needs include emergency repairs, projects, or Countywide appropriation and revenue shortfalls.

Contributions to Capital Outlay

These appropriations represent the General Fund cost for the Capital Program and can vary from year to year. For Fiscal Year 2003-04, the bulk of the cost is for debt service payments of \$47.0 million. In addition, \$7.8 million in one-time resources is being proposed for MSCP land acquisition. See the Capital Program section for a listing of projects and related funding sources.

Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. The major components of the Countywide General Expenses are:

- Payment on Enterprise Resource Planning System Bonds.
- Reserve for periods of recession and economic slowdown.
- Contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract.
- Property Tax System replacement fund enhancement.

Employee Benefits Internal Service Fund (ISF)

In Fiscal Year 1994-1995, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee-risk management activities. This fund accounts for claim payments and administrative costs of the County's self-insured Workers' Compensation program, Unemployment, and Medical and Dental benefit reserves.

The rates, charged to individual departments, for Workers' Compensation are based 70% on the last five years' actual loss experience and 30% based on California Insurance Rating Bureau (CIRB) rates. A reserve for Worker's Compensation Claims liability has been established and with the current level being \$32.0 million.

Unemployment insurance rates are determined based on historical costs and apportioned based on departmental staff hours.

The medical and dental reserve requirements rates are determined by Aetna Life Health Plans and Standard Insurance Company of Oregon, respectively, which act as paying agents for the County. The Medical and Dental reserves are held as required of a self-insured program.

Local Agency Formation Commission Administration

These appropriations are allocated to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in State Law (Government Code Section 56381). LAFCo is an independent government agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000-01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001-02, funding for LAFCo is shared by the County, the 18 cities, and 65 independent special districts in San Diego County.

Public Liability Insurance Internal Service Fund (ISF)

In Fiscal Year 1994-1995, the County established the Public Liability Insurance Internal Service Fund (ISF) to report all of its public-risk management activities. The County is self-insured through this ISF for premise liability at medical facilities, medical malpractice, errors and omissions, false arrest, forgery, and general liability. The cost of insurance to General Fund departments, other



funds, and special districts is distributed based on a weighted risk factor: 90% allocated based on the last five years' loss experience, and 10% based on staff hours of exposure. The current reserve is \$19.5 million

Pension Obligation Bonds

The County is obligated to make annual payments to the Retirement Association for County employees and to fund accrued actuarial liabilities. On February 15, 1994 the County issued \$430.4 million of taxable bonds to satisfy this obligation. In addition, as a result of the County implementing an enhanced retirement plan in March of 2002, the County issued \$737 million of Taxable Pension Obligation Bonds in October of 2002. The County made a

\$550.0 million payment to Retirement Fund, thus reducing the unfunded accrued actuarial liability. The remaining proceeds were utilized to refinance the 1994 Taxable Bonds in order to take advantage of lower interest rates. These appropriations support bond principal and interest payments as well as administrative expenses.

Debt Service Local Boards

This cost represents the debt cost for Majestic Pines, which was issued in January 1973 for the construction of their water distribution system. The debt will be paid off in January 2012.

Expenditures

	Fiscal Year 2002- 2003 Adopted Budget	Fiscal Year 2003- 2004 Proposed Budget	% Change	Fiscal Year 2004- 2005 Proposed Budget	% Change
Cash Borrowing Program	\$ 7,625,000	\$ 7,625,000	0.00	\$ 7,625,000	0.00
Community Enhancement	3,470,000	3,033,650	(12.57)	3,090,000	1.86
Community Projects	10,000,000	10,000,000	0.00	10,000,000	0.00
Contribution to County Library	2,400,000	3,360,000	40.00	2,400,000	(28.57)
Contingency Reserve General Fund	11,000,000	11,000,000	0.00	11,000,000	0.00
Contributions to Capital Outlay Funds	59,761,950	54,777,547	(8.34)	46,977,547	(14.24)
Countywide General Expense	45,163,399	43,100,525	(4.57)	33,949,906	(21.23)
Employee Benefits Fund (ISF)	27,882,905	30,823,925	10.55	32,621,531	5.83
Local Agency Formation Commission Administration	199,694	199,694	0.00	199,694	0.00
Public Liability Insurance (ISF)	10,311,954	10,000,000	(3.03)	10,000,000	0.00
Pension Obligation Bonds	61,452,504	68,734,372	11.85	72,249,484	5.11
Debt Service Local Boards	26,250	29,750	13.33	28,250	(5.04)
Total	\$ 239,293,656	\$ 242,684,463	1.42	\$ 230,141,412	(5.17)



Appendix

Appendix

.....
Appropriations by Fund
.....
Glossary of Budget Terms
.....

Appropriations by Fund



County Funds by Type

County Funds by Type

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
General Fund	\$ 2,668,447,704	\$ 2,724,169,650	2.09	\$ 2,725,165,039	0.04
Air Pollution Control District	19,434,773	22,085,928	13.64	22,610,182	2.37
County Proprietary Enterprise Funds	25,340,992	22,159,741	(12.55)	13,652,302	(38.39)
County Proprietary Internal Service Funds	330,710,897	343,596,577	3.90	337,794,902	(1.69)
County Service Areas	10,144,643	10,284,280	1.38	10,289,692	0.05
Miscellaneous Local Agencies	5,070,383	7,367,463	45.30	5,113,292	(30.60)
Miscellaneous Special Districts	10,489,001	9,822,926	(6.35)	9,531,026	(2.97)
Permanent Road Divisions	3,308,095	5,852,655	76.92	5,837,252	(0.26)
Sanitation Districts	25,405,282	23,184,648	(8.74)	28,505,300	22.95
Special Revenue Funds	825,924,457	838,278,765	1.50	833,787,328	(0.54)
Total	\$ 3,924,276,227	\$ 4,006,802,633	2.10	\$ 3,992,286,315	(0.36)



Appropriations by Fund

County Funds by Group

Public Safety Group

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Public Safety Group General Fund	\$ 808,472,513	\$ 875,806,088	8.33	\$ 900,136,305	2.78
Sheriff Asset Forfeiture Program	1,600,000	1,600,000	0.00	1,600,000	0.00
Probation Asset Forfeiture Program	180,000	60,000	(66.67)	35,000	(41.67)
Sheriff Inmate Welfare	6,309,779	6,956,800	10.25	6,956,800	0.00
Probation Inmate Welfare	341,500	200,000	(41.43)	225,000	12.50
Public Safety (Prop 172) Spec. Rev.	200,517,822	191,437,832	(4.53)	201,966,912	5.50
Jail Stores Internal Service Fund	2,420,900	2,875,700	18.79	2,875,700	0.00
CSA 135 Regional 800 MHZ Radio System	1,611,941	1,611,941	0.00	1,611,941	0.00
CSA 135 Del Mar 800 MHZ Zone B	44,442	44,442	0.00	44,442	0.00
CSA 135 Poway 800 MHZ Zone F	149,257	149,257	0.00	149,257	0.00
CSA 135 Solana Beach 800 MHZ Zone H	67,383	67,383	0.00	67,383	0.00
Total	\$ 1,021,715,537	\$ 1,080,809,443	5.78	\$ 1,115,668,740	3.23



Appropriations by Fund

Health and Human Services Agency

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
General	\$ 1,415,355,224	\$ 1,418,268,196	0.21	\$ 1,415,599,059	(0.19)
Social Services Realignment	100,614,906	91,237,697	(9.32)	93,889,178	2.91
Mental Health Realignment	82,641,750	88,499,993	7.09	89,253,118	0.85
Health Realignment	97,876,208	101,866,294	4.08	99,765,336	(2.06)
Tobacco Securitization Special Revenue	29,400,000	39,325,020	33.76	30,215,576	(23.16)
CSA 17 San Dieguito Ambulance	1,575,589	1,672,023	6.12	1,672,023	0.00
CSA 69 Heartland Paramedic	2,500,721	2,643,000	5.69	2,643,000	0.00
Total	\$ 1,729,964,398	\$ 1,743,512,223	0.78	\$ 1,733,037,290	(0.60)

Land Use & Environment Group

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Land Use and Environment Group General Fund	\$ 88,577,800	\$ 93,314,339	5.35	\$ 94,975,302	1.78
Grazing Lands	25,000		(100.00)		0.00
Co Fish & Game Propagation	39,500	39,500	0.00	39,500	0.00
Special Aviation	4,618,209	1,216,050	(73.67)	64,500	(94.70)
Special Aviation Debt Service	0	332,511	100.00	336,189	1.11
Parkland Ded Area 4 - Lincoln Acres	1,607	1,000	(37.77)	1,000	0.00
Parkland Ded Area 15 - Sweetwater	21,095	6,400	(69.66)	6,400	0.00
Parkland Ded Area 16 - Otay	1,109		(100.00)		0.00
Parkland Ded Area 19 - Jamul	323,134	4,000	(98.76)	4,000	0.00
Parkland Ded Area 20 - Spring Valley	373,850	5,000	(98.66)	5,000	0.00
Parkland Ded Area 25 - Lakeside	413,014	125,000	(69.73)	125,000	0.00
Parkland Ded Area 26 - Crest	124,206	3,000	(97.58)	3,000	0.00
Parkland Ded Area 27 - Alpine	171,012	3,000	(98.25)	3,000	0.00
Parkland Ded Area 28 - Ramona	152,625	5,000	(96.72)	5,000	0.00



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Parkland Ded Area 29 - Escondido	241,588	103,000	(57.37)	103,000	0.00
Parkland Ded Area 30 - San Marcos	104,944	2,000	(98.09)	2,000	0.00
Parkland Ded Area 31 - San Dieguito	1,400,047	5,000	(99.64)	5,000	0.00
Parkland Ded Area 32 - Carlsbad	15,896	2,000	(87.42)	2,000	0.00
Parkland Ded Area 35 - Fallbrook	396,293	5,000	(98.74)	5,000	0.00
Parkland Ded Area 36 - Bonsall	99,058	3,000	(96.97)	3,000	0.00
Parkland Ded Area 37 - Vista	111,365	3,000	(97.31)	3,000	0.00
Parkland Ded Area 38 - Valley Center	197,219	3,000	(98.48)	3,000	0.00
Parkland Ded Area 39 - Pauma Valley	97,801	3,000	(96.93)	3,000	0.00
Parkland Ded Area 40 - Palomar - Julian	50,677	3,000	(94.08)	3,000	0.00
Parkland Ded Area 41 - Mountain Empire	52,548	3,000	(94.29)	3,000	0.00
Parkland Ded Area 42 - Anza - Borrego	12,400	2,000	(83.87)	2,000	0.00
Parkland Ded Area 43 - Central Mountain	50,922	3,000	(94.11)	3,000	0.00
Parkland Ded Area 44 - Oceanside	4,400	10,000	127.27	2,000	(80.00)
Parkland Ded Area 45 - Valle de Oro	215,535	4,000	(98.14)	4,000	0.00
Parkland Dedication Fund Interest	712,602	5,000	(99.30)	5,000	0.00
Road Fund	93,500,794	110,689,256	18.38	112,735,582	1.85
Survey Monument Preservation Fund	225,000	275,000	22.22	275,000	0.00
Inactive Waste Site Management	12,690,939	14,673,430	15.62	12,544,619	(14.51)



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Hillsborough Landfill Maintenance	298,567	331,902	11.16	331,902	0.00
Duck Pond Landfill Cleanup	127,000	62,470	(50.81)	62,470	0.00
Airport Enterprise Fund	20,376,170	17,024,383	(16.45)	8,383,198	(50.76)
Liquid Waste Enterprise Fund	4,964,822	5,135,358	3.43	5,269,104	2.60
DPW Equipment Internal Svc Fund	2,713,820	2,747,717	1.25	2,985,170	8.64
DPW ISF - Equipment Acq - Road Fund	5,923,970	4,337,357	(26.78)	3,606,068	(16.86)
DPW ISF - Equipment Acq - Inactive Waste	202,465	268,444	32.59	103,700	(61.37)
DPW ISF - Equipment Acq - LTF/CPL	2,300	2,300	0.00	2,300	0.00
DPW ISF - Equipment Acq - Airport Ent	115,388	110,274	(4.43)	28,872	(73.82)
DPW ISF - Equipment Acq - Genl Fund		8,000	100.00	8,000	0.00
DPW ISF - Equipment Acq - Liquid Waste	551,128	369,743	(32.91)	177,842	(51.90)
Air Pollution Control Dist-Operations	16,373,069	17,896,083	9.30	18,420,337	2.93
APCD Air Quality Improvement Trust	3,061,704	4,189,845	36.85	4,189,845	0.00
CSA 136 Sundance Detention Basin	55,994	72,855	30.11	72,855	0.00
CSA 122 Otay Mesa East	94,545	61,088	(35.39)	61,088	0.00
CSA 107 Elfin Forest Fire District	207,221	247,486	19.43	247,486	0.00
CSA 107 Elfin Forest Fire Mitigation Fee	8,736	1,923	(77.99)	1,923	0.00
CSA 109 Mt Laguna Fire / Medical	40,610	42,979	5.83	42,979	0.00
CSA 110 Mount Palomar Fire / Medical	65,279	61,203	(6.24)	61,203	0.00
CSA 111 Boulevard Fire District	42,746	42,395	(0.82)	42,395	0.00
CSA 112 Campo Fire District	18,101	18,771	3.70	18,771	0.00



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
CSA 113 San Pasqual Fire District	77,750	91,916	18.22	91,916	0.00
CSA 115 Pepper Drive Fire District	193,460	202,641	4.75	202,641	0.00
CSA 26 Cottonwood Village Zone A	165,539	154,810	(6.48)	154,810	0.00
CSA 26 Monte Vista Zone B	252,450	312,905	23.95	312,905	0.00
CSA 26 Rancho San Diego	386,776	276,510	(28.51)	276,510	0.00
CSA 81 Fallbrook Local Park	167,631	167,631	0.00	167,631	0.00
CSA 83 San Dieguito Local Park	1,397,654	1,103,598	(21.04)	1,112,388	0.80
CSA 83 4-S Ranch Park Zone A		369,000	100.00	369,000	0.00
CSA 128 San Miguel Park Dist	1,015,194	861,475	(15.14)	858,097	(0.39)
CSA 86 Watson Place	4,124	7,048	70.90	7,048	0.00
CSA 121 Bonita Sewer	1,500		(100.00)		0.00
San Diego Co Flood Control Dist	6,981,554	6,239,426	(10.63)	5,927,426	(5.00)
Wintergardens Sewer Maintenance Dist	1,696,002	1,601,400	(5.58)	1,621,500	1.26
East Otay Mesa Sewer Maint Dist	10,445	105,000	905.27	105,000	0.00
San Diego Co Lighting Maint Dist 1	1,801,000	1,877,100	4.23	1,877,100	0.00
PRD 6 Pauma Valley	41,720	143,113	243.03	143,113	0.00
PRD 8 Magee Road - Pala	21,876	173,978	695.29	173,978	0.00
PRD 9 Santa Fe Zone B	13,174	66,751	406.69	66,751	0.00
PRD 10 Davis Drive	5,813	11,971	105.93	11,971	0.00
PRD 11 Bernardo Road Zone A	6,476	17,848	175.60	17,848	0.00
PRD 11 Bernardo Road Zone C	4,872	36,990	659.24	36,990	0.00
PRD 11 Bernardo Road Zone D	3,526	15,517	340.07	15,517	0.00
PRD 12 Lomair	91,848	180,423	96.44	180,423	0.00
PRD 13 Pala Mesa Zone A	35,814	172,541	381.77	172,541	0.00
PRD 13 Stewart Canyon Zone B	17,176	50,278	192.72	50,278	0.00
PRD 14 Rancho Diego	16,695	14,431	(13.56)	14,431	0.00



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
PRD 16 Wynola	117,682	69,631	(40.83)	69,631	0.00
PRD 18 Harrison Park	51,813	234,549	352.68	234,549	0.00
PRD 20 Daily Road	206,118	194,195	(5.78)	194,195	0.00
PRD 21 Pauma Heights	296,748	492,673	66.02	492,673	0.00
PRD 22 West Dougherty St	4,160	17,198	313.41	17,198	0.00
PRD 23 Rock Terrace Road	3,770	6,981	85.17	6,981	0.00
PRD 24 Mt Whitney Road	5,325	2,455	(53.90)	2,455	0.00
PRD 30 Royal Oaks / Carroll	4,786	31,965	567.89	31,965	0.00
PRD 38 Gay Rio Terrace	25,148	38,212	51.95	38,212	0.00
PRD 39 Sunbeam Lane	15,308	7,561	(50.61)	7,561	0.00
PRD 45 Rincon Springs Rd	19,409	18,503	(4.67)	18,503	0.00
PRD 46 Rocosso Road	10,934	19,339	76.87	19,339	0.00
PRD 49 Sunset Knolls Road	16,401	29,572	80.31	29,572	0.00
PRD 50 Knoll Park Lane	4,058	76,377	1,782.13	76,377	0.00
PRD 53 Knoll Park Lane Extension	9,420	144,618	1,435.22	144,618	0.00
PRD 54 Mount Helix	114,182	26,522	(76.77)	26,522	0.00
PRD 55 Rainbow Crest Rd	36,168	207,881	474.76	207,881	0.00
PRD 60 River Drive	42,289	44,319	4.80	44,319	0.00
PRD 61 Green Meadow Way	12,575	167,375	1,231.01	167,375	0.00
PRD 63 Hillview Road	16,668	327,419	1,864.36	327,419	0.00
PRD 64 Lila Lane	4,568	6,445	41.09	6,445	0.00
PRD 70 El Camino Corto	9,114	31,456	245.14	31,456	0.00
PRD 75 Gay Rio Dr Zone A	26,765	148,139	453.48	148,139	0.00
PRD 75 Gay Rio Dr Zone B	39,364	197,880	402.69	197,880	0.00
PRD 76 Kingsford Court	14,989	14,964	(0.17)	14,964	0.00
PRD 77 Montiel Truck Trail	25,701	90,885	253.62	90,885	0.00
PRD 78 Gardena Way	6,857	93,440	1,262.70	93,440	0.00
PRD 80 Harris Truck Trail	14,189	160,000	1,027.63	160,000	0.00
PRD 88 East Fifth St	9,265	37,232	301.86	37,232	0.00
PRD 90 South Cordoba	7,048	39,979	467.24	39,979	0.00
PRD 94 Roble Grande Road	36,884	287,345	679.05	287,345	0.00
PRD 95 Valle Del Sol	15,575	131,439	743.91	131,439	0.00



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
PRD 99 Via Allondra / Via Del Corvo	29,428	36,622	24.45	36,622	0.00
PRD 100 Viejas Lane View	7,505	15,619	108.11	15,619	0.00
PRD 101 Johnson Lake Rd	13,668	89,164	552.36	89,164	0.00
PRD 101 Hi-Ridge Rd Zone A	6,671	25,346	279.94	25,346	0.00
PRD 102 Mountain Meadow	82,565	152,663	84.90	152,663	0.00
PRD 103 Alto Drive	17,400	123,986	612.56	123,986	0.00
PRD 104 Artesian Rd	52,180	171,330	228.34	171,330	0.00
PRD 104 Artesian Trail Zone A	5,629	0	(100.00)	0	0.00
PRD 105 Alta Loma Dr	11,732	35,829	205.40	35,829	0.00
PRD 105 Alta Loma Dr Zone A	12,367	30,839	149.37	30,839	0.00
PRD 106 Garrison Way Et Al	20,060	27,330	36.24	27,330	0.00
PRD 117 Legend Rock	50,640	63,640	25.67	63,640	0.00
PRD 123 Mizpah Lane	11,138	21,945	97.03	21,945	0.00
PRD 125 Wrightwood Road	9,000	25,160	179.56	25,160	0.00
PRD 126 Sandhurst Way	5,592	19,514	248.96	19,514	0.00
PRD 127 Singing Trails Drive	11,200	18,012	60.82	18,012	0.00
PRD 129 Birch Street	6,420	13,768	114.45	13,768	0.00
PRD 130 Wilkes Road	79,808	24,975	(68.71)	24,975	0.00
PRD 131 Marlynn Court	6,277		(100.00)		0.00
PRD 133 Ranch Creek Road	9,499	27,047	184.74	27,047	0.00
PRD 134 Kenora Lane	10,400	34,756	234.19	34,756	0.00
PRD 1001 Capra Way	16,372	15,403	(5.92)	0	(100.00)
PRD 1002 Sunny Acres	7,767	8,767	12.87	8,767	0.00
PRD 1003 Alamo Way	18,920	21,920	15.86	21,920	0.00
PRD 1004 Butterfly Lane	15,508	13,967	(9.94)	13,967	0.00
PRD 1005 Eden Valley Lane	37,401	36,387	(2.71)	36,387	0.00
PRD 1007 Tumble Creek	33,914	41,554	22.53	41,554	0.00
PRD 1008 Canter	26,701	30,684	14.92	30,684	0.00
PRD 1009 Golf Drive	8,379	15,379	83.54	15,379	0.00
PRD 1010 Alpine High	682,521	307,728	(54.91)	307,728	0.00
PRD 1011 La Cuesta	89,438	33,243	(62.83)	33,243	0.00
PRD 1012 Millar Road	429,724	89,688	(79.13)	89,688	0.00



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Alpine Sanitation - Maint and Oper	3,757,828	1,524,600	(59.43)	1,174,450	(22.97)
Julian Sanitation - Maint and Oper	596,251	257,500	(56.81)	233,000	(9.51)
Julian Sanitation Debt Service Note	4,623	0	(100.00)	0	0.00
Lakeside Sanitation - Maint and Oper	6,151,916	8,379,018	36.20	7,262,000	(13.33)
Pine Valley Sanitation - Maint & Oper	79,946	103,630	29.62	92,350	(10.88)
Spring Valley Sanitation - Maint and Oper	14,791,718	12,919,900	(12.65)	19,743,500	52.81
South County Operations Center	23,000	0	(100.00)	0	0.00
Total	\$ 303,130,280	\$ 316,291,825	4.34	\$ 312,818,124	(1.10)

Community Services Group

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Community Services Group General Fund	\$ 40,572,146	\$ 40,230,121	(0.84)	\$ 34,441,433	(14.39)
County Library	26,022,220	26,654,948	2.43	24,264,440	(8.97)
HCD - Special Revenue Fund	31,475,434	28,632,305	(9.03)	28,632,305	0.00
Facilities Management Internal Svc Fund	57,383,633	65,166,295	13.56	64,852,372	(0.48)
Major Maintenance Internal Svc Fund	18,000,000	18,550,340	3.06	12,380,988	(33.26)
Fleet Services Internal Service Fund	9,375,955	10,842,136	15.64	11,219,367	3.48
Fleet ISF - Equipment Acq. - General	20,198,173	18,280,796	(9.49)	17,440,427	(4.60)
Fleet ISF Materials / Supply Inventory	6,139,148	6,866,945	11.86	7,238,431	5.41
Fleet ISF - Accident Repair	75,000	125,000	66.67	125,000	0.00
Fleet ISF - Accidents - Sheriff	75,000	165,000	120.00	165,000	0.00
Document Services Internal Svc Fund	12,183,581	12,453,979	2.22	12,232,196	(1.78)



Appropriations by Fund

Community Services Group

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Purchasing Stores Internal Svc Fund	10,361,396	5,685,418	(45.13)	5,769,230	1.47
Purchasing ISF - Buyouts	28,000,000	30,000,000	7.14	30,000,000	0.00
Purchasing ISF - RCPO's	800,000	575,000	(28.13)	575,000	0.00
Co Redev Agy - Gillespie Fld-Special DS	744,975	1,197,419	60.73	516,005	(56.91)
Co Redev Agy - Gillespie Fld-Tax Alloc DS	493,537	421,845	(14.53)	424,350	0.59
Co Redev Agy - Upper SD River - DS	100,000	0	(100.00)	0	0.00
Co Redev Agy - Gillespie Fld - Reserve DS	25,000	25,000	0.00	27,000	8.00
Co Redev Agy - Gillespie Fld - Principal DS	135,000	130,000	(3.70)	140,000	7.69
Co Redev Agy - Gillespie Fld - Interest DS	312,178	291,845	(6.51)	284,350	(2.57)
Co Redev Agy - Gillespie Fld - Airport Fd DS	45,600	0	(100.00)	0	0.00
Co Redev Agy - Gillespie Fld-Capital	1,253,145	1,847,495	47.43	1,013,773	(45.13)
Co Redev Agy - Upper SD River - Capital	1,303,676	2,263,859	73.65	1,989,099	(12.14)
Co Redev Agy - Gillespie Fld - Imprv Cap	3,882	0	(100.00)	0	0.00
Co Redev Agy - Gillespie Housing Capital	500,000	500,000	0.00	304,975	(39.01)
Co Redev Agy - Upper SD River Housg Cap	127,140	660,250	419.31	385,490	(41.61)
Total	\$ 265,705,819	\$ 271,565,996	2.21	\$ 254,421,231	(6.31)



Appropriations by Fund

Finance and General Government Group

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Finance and General Government Group General Fund	\$ 175,849,978	\$ 163,454,490	(7.05)	\$ 164,770,793	0.81
CATV Cable TV - Media / Public Relations	2,163,879	2,444,357	12.96	2,522,694	3.20
Information Technology Internal Svc Fund	117,994,181	123,342,208	4.53	123,387,708	0.04
Total	\$ 296,008,038	\$ 289,241,055	(2.29)	\$ 290,681,195	0.50

Capital

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Capital Outlay Fund	\$ 41,975,928	\$ 36,875,892	(12.15)	\$ 24,927,477	(32.40)
County Health Complex COF	2,558,604	2,560,827	0.09	2,562,639	0.07
Justice Facility Const COF	22,689,771	22,075,909	(2.71)	22,668,207	2.68
COF - Library Projects	718,696		(100.00)		0.00
Edgemoor Development Fund	515,500	1,185,000	129.87	5,360,000	352.32
Total	\$ 68,458,499	\$ 62,697,628	(8.42)	\$ 55,518,323	(11.45)

Finance Other

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Proposed Budget	% Change	Fiscal Year 2004-05 Proposed Budget	% Change
Finance Other General Fund	\$ 139,620,043	\$ 133,096,416	(4.67)	\$ 115,242,147	(13.41)
Pension Obligation Bonds	61,452,504	68,734,372	11.85	72,249,484	5.11
Employee Benefits Internal Svc Fund	27,882,905	30,823,925	10.55	32,621,531	5.83
Public Liability Insurance Internal Svc Fd	10,311,954	10,000,000	(3.03)	10,000,000	0.00
CSA 4 Majestic Pines Debt Service	26,250	29,750	13.33	28,250	(5.04)
Total	\$ 239,293,656	\$ 242,684,463	1.42	\$ 230,141,412	(5.17)



Glossary of Budget Terms



ABC: Activity-Based Costing.

ACAO: Assistant Chief Administrative Officer of the County.

Account: A separate financial reporting unit for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts.

Accrual Basis Of Accounting: The basis of accounting under which transactions are recognized

Activity: A departmental effort that contributes to the accomplishment of specific, identified program objectives.

Activity-Based Costing (ABC): Costs based on activities rather than accounts.

ADA: Americans with Disabilities Act.

Adopted Budget: An annual spending plan that is adopted by the Board of Supervisors, pursuant to Government Code, that balances revenues and expenditures.

AFDC: Aid to Families with Dependent Children. A federal public assistance program that was replaced by Temporary Assistance to Needy Families (TANF).

Agency/Groups: The basic organizational structure of the County. General Managers of Agency/Groups report directly to the Chief Administrative Officer.

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

APCD: Air Pollution Control District. A department within the Land Use and Environment Group.

APIP: Agricultural Parcel Inspection Program.

Appropriation: Legal authorization to make expenditures or enter into new obligations for specific purposes.

Assessed Property Value: The value of property for the purpose of levying property taxes.

Assessed Valuation: A valuation set on real estate as a basis for levying taxes. Real estate in San Diego County is assessed at 100% of full market value.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles (GAAP).

Balanced Scorecard (BSC): Performance Management system based on linked financial and non-financial measurements in four areas: employees, processes, financial, and customer measures.

Balanced Operational Plan: An Operational Plan budget in which current revenues equal current expenditures. A balanced annual budget is required by the State of California per Government Code Section 29000 et. al.

BIT: Bi-annual Inspection of Terminals. A state inspection program for commercial truck/vehicle maintenance facilities.

Board of Supervisors (BOS): The five-member, elected governing body of the County.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the security. Bonds are one mechanism used to obtain long-term financing.

Bond Covenant: A legally enforceable agreement with bondholders that requires the governmental agency selling the bond to meet certain conditions in the repayment of the debt.

BOS: Board of Supervisors.

BPR: Business Process Reengineering.

BSC: Balanced Scorecard.



Glossary of Budget Terms

Business Process Reengineering (BPR): An approach for transforming the County into a customer-oriented, quality-focused, technology-enabled, and efficient service provider. The purpose is to implement new and more effective processes rather than re-implementing the same processes using new tools. One goal is to generate budgetary savings to permit reinvestment in higher priority needs and services.

BuyNet: An on-line internet system that documents solicitation requirements for the procurement of goods and services for the County.

CAC: County Administration Center. The County facility located at 1600 Pacific Highway, San Diego.

CAFR: Comprehensive Annual Financial Report.

CalWORKs: California Work Opportunities and Responsibilities to Kids Program. A federal public assistance program which aids individuals in finding permanent employment and getting off of public assistance.

CAO: Chief Administrative Officer of the County.

Capital Assets: Land, improvements to land, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Capital Budget: A spending plan for improvements to or acquisition of land, facilities, and infrastructure. The capital budget balances revenues and expenditures, specifies the sources of revenues, and lists each project or acquisition.

Capital Improvements Plan (CIP): A five-year list of planned capital projects, developed by the Department of General Services.

Capital Outlay Fund (COF): This fund is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. The fund may also be used to make annual payments on bond indebtedness for the construction of public facilities and to acquire public facilities through lease purchases. Revenues are obtained from the sale of fixed assets, from lease or rental of county-owned facilities, and from other funds such as grants and contributions when allocated by the Board of Supervisors to the fund.

Capital Projects Funds: Governmental funds established to account for financial resources used for the acquisition or construction of major capital facilities (other than those accounted for in proprietary funds).

Cash Basis Of Accounting: A basis of accounting under which transactions are recognized only when cash is received or disbursed.

Cash Flow: The analysis and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow, and net balance of cash on a monthly, quarterly, and annual basis.

CBPR/PMR: Contract Business Plan Review/Project Management Review. Review of contracts/programs prior to initiation and after implementation.

CDBG: Community Development Block Grant. A federal grant administered by the County for improvements in a community that has been designated a blight area.

CFO: Chief Financial Officer of the County.

CHDP: Child Health Disability Prevention. A federal program that performs preventive health screenings for children in low income families.

CIP: Capital Improvements Plan.

CLERB: Citizens' Law Enforcement Review Board. A department within the Public Safety Group.



COF: Capital Outlay Fund.

COLA: Cost Of Living Adjustment.

Comprehensive Annual Financial Report (CAFR):

Represents the annual audited financial statements of the County, including governmental and proprietary type activities. The CAFR has three major sections: introductory, financial, and statistical. The introductory section furnishes the general information on the government structure, services, and environment. The financial section contains all basic financial statements and footnotes, and the statistical section provides trend data and nonfinancial data useful in interpreting the basic financial statements.

Contingency Reserve: Appropriations set aside to meet unforeseen circumstances.

Continuous Processes Improvement (CPI): The application of tools designed to achieve incremental, continuous improvement in process cycle-times and added-value contributions, with emphasis on the elimination of waste and bureaucratic elements—the overriding objective being to streamline processes in the pursuance of continuous customer satisfaction.

Contract Business Plan Review/Project Management Review: see CBPR/PMR

Contributed Capital: The permanent fund capital of a proprietary fund. Contributed capital is created when a residual equity transfer is received by a proprietary fund, when a general fixed asset is “transferred” to a proprietary fund or when a grant is received that is externally restricted to capital acquisition.

CSAC: California State Association of Counties.

CSC: Civil Service Commission. A department in the Finance and General Government Group.

CTN: County Television Network—the County’s television station which broadcasts Board meetings and programs of community interest.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities.

Current Liabilities: Liabilities that are expected to be liquidated with current financial resources.

CWS: Child Welfare Services. California’s program for providing Child Protective Services.

DA: District Attorney. An elected official in the Public Safety Group.

DCAO: Deputy Chief Administrative Officer; generally the head of a County Agency or Group.

DDSL: Discretionary Programs/Discretionary Service Level.

Debt Service: Annual principal and interest payments that local government owes on borrowed money.

Debt Service Funds: Fund established to account for the accumulation of resources for, and the payment of, principal and interest on general long-term debt.

Debt Service Fund Requirements: The resources which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full and on schedule.

Debt Service Requirements. The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

DIBBS: Do It Better By Suggestion. The County’s incentive plan to encourage employees to suggest ways to increase productivity and efficiency.



Glossary of Budget Terms

Direct Expenses: Those expenses which can be charged directly as a part of the cost of a product or service, or of a department or operating unit, as distinguished from overhead and other indirect costs which must be prorated among several products or services, departments or operating units.

Discretionary Programs/Discretionary Service Level (DDSL): Programs which the County voluntarily operates, without mandated service level requirements, although many of these programs support mandated programs.

Discretionary Programs/Mandated Service Level (DMSL): Programs which the County voluntarily operates; however, service levels are specified by law, usually as a condition of funding.

DMSL: Discretionary Programs/Mandated Service Level.

DPW: Department of Public Works. A department in the Land Use and Environment Group.

Early and Periodic Screening, Diagnosis and Treatment Program (EPSDT): A comprehensive package of benefits available to Medicaid eligible children up to age 21.

EFNEP: Expanded Food and Nutrition Education Program.

Encumbrance: Commitments related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general

public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Enterprise Resource Planning (ERP)/Enterprise Systems (ES): New applications to replace, enhance, and integrate existing Financial and Human Resources systems.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

EPA: Environmental Protection Agency.

EPSDT: Early and Periodic Screening, Diagnosis and Treatment Program.

Equipment Replacement Reserves: Reserves designated for the purchase of new vehicles or operating equipment as existing equipment becomes obsolete or unusable.

ERP: Enterprise Resource Planning.

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: Decreases in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Fiduciary Funds: The trust and agency funds used to account for assets held by a government unit in a trustee or agent capacity for others and which therefore cannot be used to support the government's own programs. A trustee acquires legal title to the assets entrusted, but in the agency relationship, title rests with the principal.



Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

Fixed Assets: Physical property of a permanent nature and movable personal property, of significant value and of a relatively permanent nature (useful life of one year or longer).

FTE: Full-Time Equivalent.

Full-Time Equivalent (FTE)/Staff Year: In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year equals 2088 staff hours (occasionally 2080 or 2096 staff hours). Two workers, each working half that number of hours, together equal one full-time equivalent or one staff year. County Salary and Benefit costs are based on the number of staff-years required to provide a service.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between fund assets and fund liabilities of governmental and similar trust funds. Portions of the fund balance may be reserved for various purposes, e.g. encumbrances.

FY: Fiscal Year (July 1 – June 30).

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards and guideline for financial accounting and reporting. They govern the form and content of the financial statement of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of

general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB.

GASB: Governmental Accounting Standards Board. The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

General Fund: The fund used to account for all financial resources, except those required to be accounted for in another fund. The general fund is the County's primary operating fund.

General Management System (GMS): The County's complete guide for planning, implementing, monitoring, and rewarding all functions and processes that affect the delivery of services to our customers. It links planning, execution, value management, goal attainment, and compensation.

General Manager: A Deputy Chief Administrative Officer responsible for oversight of an Agency or Group.

General Obligation Bonds: Bonds backed by the full faith and credit of government.

General Purpose Revenues: Locally generated revenues derived from property taxes, sales taxes, vehicle license fees, court fines, and fund balance. General Purpose Revenues may be used for any purpose which is a legal expenditure of County funds. They generally reflect the degree of flexibility the County has to finance programs and projects. Since they are locally generated, General Purpose Revenues are also affected by local economic conditions. Their usage is controlled by the Board of Supervisors.

General Revenue Allocation: The operational distribution of General Purpose Revenues to County departments and programs through the Agency/Groups and subject to Board approval.



Glossary of Budget Terms

Generally Accepted Accounting Principles (GAAP):

Uniform minimum standards and guideline for financial accounting and reporting. They govern the form and content of the financial statement of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

Geographic Information System (GIS): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

GIS: Geographic Information System.

GM: General Manager.

GMS: General Management System.

Governmental Accounting Standards Board (GASB): The body that sets accounting standards specifically for state and local governments.

Grant: Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity or facility.

Group: An organizational unit of the County, headed by a General Manager, incorporating several Departments.

HCD: Housing and Community Development. A department in the Community Services Group.

HHSA: Health and Human Services Agency.

Housing and Urban Development, Department of (HUD): A federal department that administers grants addressing the needs of housing for low income families.

HRMS: Human Resource Management System.

HUD: Housing and Urban Development, Department of

ICR: Intelligent Character Recognition Technology.

IAR: Information, Assessment and Referral.

Information, Assessment and Referral (IAR): A technology-enabled intake and referral process designed to improve client access to services and operationalizing the “no wrong door” customer service goals of the Health and Human Services Agency.

Indirect Expenses: Those elements of cost necessary in the production of an article or the performance of a service but not an integral part of the finished product or service, such as rent, heat, light, supplies, management, supervision, etc.

Internal Service Fund (ISF): A fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

ISF: Internal Service Fund.

IT: Information Technology.

JPA: Joint Powers Authority.

Kids Health Assurance Network (KHAN): A Health and Human Services Agency administered, community collaborative established to insure that every child in San Diego has a medical home, primary care provider and health care coverage.

Line-Item Budget: A budget format prescribed by the State Controller. The County’s line-item budget shows activities grouped by organizational units, such as departments. The term line- item refers to account and sub-account detail typically provided for revenue by source (e.g., property taxes), and objects of expenditure (e.g., Salary & Benefit, Services & Supplies, fixed assets, etc.).

LPS: Lanterman-Petris-Short Conservatorship.

LUEG: Land Use and Environment Group.



Managed Competition: County departments compete with private sector to deliver services. Re-direct overhead expense to front-line services.

Mandate: A requirement from the State or federal governments that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard, often without compensation from the higher level of government.

Mandated Programs/Discretionary Service Level (MDSL): Programs that are required by law, but the level of service is optional. An example is the General Relief program. The County is mandated to provide a General Relief program, but the Board sets the aid payment rate and has total freedom of choice in deciding how the program is administered. Some programs have discretionary service levels because the minimum service level requirement is not expressly stated in the mandate.

Mandated Programs/Mandated Service Level (MMSL): Programs over which the Board has no discretion. CalWORKs is an example. The County is required to operate this program; the service is targeted to a population meeting eligibility standards set by the State; time deadlines are imposed; and the aid payment schedule and County participation rate is set by the State.

Management Reserves: Appropriations set aside at the Group or department level for unanticipated needs or planned future one-time expenses.

MDSL: Mandated Programs/Discretionary Service Level.

Mission: The business, general assignment of the organization. What we are striving to do over a continuous period of time.

MMSL: Mandated Programs/Mandated Service Level.

MSCP: Multiple Species Conservation Program.

NACo: National Association of Counties.

Objects (Line Items): A sub-classification of expenditures based on type of goods or services including: Salary & Benefits, Services & Supplies, Other Charges, and Fixed Assets. Each object contains sub-object classifications as well.

OCR: Optical Character Recognition.

Operating Statement: A financial statement disclosing the financial results of operations of an entity during an accounting period in conformity with generally accepted accounting principles (GAAP).

Operating Transfers: All interfund transfers other than residual equity transfers.

Operational Incentive Plan (OIP): Executive goal-setting plan aligned with the CAO's and BOS's annual goals.

Operational Plan Amendment: A revision of the Adopted Operational Plan. A recommendation to increase appropriations requires a four-fifths vote by the Board of Supervisors. Budget amendments occur throughout the fiscal year as spending priorities shift.

Operational Plan Calendar: A timetable of tasks to be completed during the financial planning cycle.

Operational Plan Document: The County's two-year financial plan. It is prepared to facilitate the Board of Supervisors decision making process, and to report the decisions made.

Organizational Development (OD): Use of behavioral science to improve organization effectiveness including quality of work life and increased productivity.

Parkland Dedication Ordinance (PLDO): A mechanism for funding local parks.

Performance Management (PM): System that utilizes key performance indicators in the BSC format.



Glossary of Budget Terms

Performance Measures: Indicators of the amount of work accomplished, the efficiency with which tasks were completed, and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

PLDO: Parkland Dedication Ordinance.

PM: Performance Management.

PMR: Project Management Review.

Position: An approved job for a person or persons working full-time or part-time, usually listed in terms of a specific classification.

Program: Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Program Revenues: Revenues generated by programs and/or dedicated to offset a program's costs.

Proprietary Funds: Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Hearings: Open Board of Supervisors meetings that provide citizens an opportunity to voice their views on the merits of the County's proposals and services.

Real Property Transfer Tax (RPTT): A tax assessed on property when ownership is transferred.

Regional Justice Information System (REJIS): A San Diego Regional shared computer database.

REJIS: Regional Justice Information System.

Request for Bid (RFB): A formal procurement document used to invite vendors to submit pricing in response to a clearly defined set of requirements.

Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services.

Reserves For Unforeseen Contingencies: Funding for nonrecurring, unanticipated expenditures; the fund protects the local government from having to issue short-term debt to cover such needs.

Residual Equity Transfers: Nonrecurring or nonroutine transfers of equity between funds.

Retained Earnings: An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

RFB: Request for Bid.

RFP: Request for Proposal.

RoV: Registrar of Voters. A department in the Community Services Group.

RPTT: Real Property Transfer Tax.

SanDAG: San Diego Association of Governments.

San Diego Association of Governments (SanDAG): A regional association of elected representatives from the County, cities, and special districts who develop policies relating to growth and development in the County.

SanGIS: San Diego Geographic Information System. A JPA program in the Land Use & Environment Group.

SBI: Screening and Brief Intervention.

SDCERA: San Diego County Employees Retirement Association.

Service Level Agreements (SLA): An agreement between one of the Department of General Services Internal Service Funds and a customer department that specifies the types and level of services to be provided by General Services staff and/or contractors.

SLA: Service Level Agreements.

SPAN-FM: An automated infrastructure management system for Property (Land and Buildings), Leasing, Space Occupancy, and Facility Maintenance and Operations.



SPEC: Strategic Planning Executive Committee.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes

SPST: Strategic Planning Support Team.

Staff Year: One Full-time equivalent (FTE).

Strategic: Dealing with creation of overall plans and sets of tactics to determine how best to achieve the general goal of an entity.

Strategic Enablers: Key tools and concepts that are critical to achieve Strategic Initiatives.

Strategic Initiatives: Major Projects that move the County and partners toward achievement of part of a particular goal.

Strategic Intent: High level objectives, purposes, aims that direct actions and guide Strategic Initiatives.

Strategic Planning Executive Committee (SPEC): Executive group consisting of County GMs and other County staff responsible for validating the County's Vision, Mission, and Intents; identifying the initiatives; and championing business operations' Strategic direction. SPEC includes CAO, ACAO, DCAOs & other GMs.

Strategic Planning Support Team (SPST): Manages the planning process; facilitates and enables program review, development, implementation and measurement; supports operational program managements. SPST includes administrative and program staff from the five agency/groups.

Tactics: The techniques, maneuvers, and procedures used to attain strategic goals, objectives, intents, etc.

TANF: Temporary Assistance to Needy Families.

Tax and Revenue Anticipation Notes (TRANS): Short-term, interest-bearing note issued by the County in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

Teeter Borrowing Program: Short-term obligation notes, secured by future collections of delinquent property taxes, used to provide taxing agencies the amount of their property taxes without regard to such delinquencies.

Temporary Assistance to Needy Families (TANF): The principal Federal Welfare program; formerly Aid to Families with Dependent Children (AFDC).

TOT: Transient Occupancy Tax.

Total Appropriations and Total Revenues: The consolidation of all revenues and expenditures for all funds. The purpose is to report accurately the full amount of governmental revenues and expenditures for the Operational Plan period.

TRANS: Tax and Revenue Anticipation Notes.

Transient Occupancy Tax (TOT): A tax of 9% of the rental receipts charged for temporary lodging in a hotel or other similar facility.

Trust Fund: Fund used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

USDA: United States Department of Agriculture.

USDRIIP: Upper San Diego River Improvement Project.

Vehicle License Fee (VLF): Annual registration fee imposed on vehicles at a rate equal to two percent of the vehicle's market value and distributed to cities and counties.

Vision: The image of what we might be and want to be at some point in the future. A picture of future desired outcomes.

VLF: Vehicle License Fees.

